

URBAN/MUNICIPAL

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ANNUAL REPORT OF THE
ECONOMIC DEVELOPMENT
DEPARTMENT

1987, 1988

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ECONOMIC DEVELOPMENT DEPARTMENT

ANNUAL REPORT 1987

URBAN MUNICIPAL
SEP 12 1987
GOVERNMENT DOCUMENTS

A. BUSINESS DEVELOPMENT

B. TOURISM & CONVENTIONS

ECONOMIC DEVELOPMENT
and
PLANNING COMMITTEE
MEMBERS
1987

COUNCILLORS

Don Ross, Chairman

Stan Napper, Vice-Chairman

John Gallagher

Brian Hinkley

William McCulloch

Robert Morrow

Mary Ann Seldon

Ann Sloat

James Smith

SUMMARY OF RESULTS

INDICATOR	1986	1987	
No. of New Business	23	33	Firms
No. of Expansions & Retentions	37	79	Firms
New Jobs Created	826	941	Jobs
Added Jobs (Existing Business)	498	713	Jobs
Retained Jobs	N/A	1,726	Jobs
Total Jobs	1,328	3,380	Jobs
Industrial Land Sales	37.60	112.25	Acres
Value of Land Sales	2,248,500	5,723,000	Dollars
Value of Building Permits	545,959,514	522,736,044	Dollars
Total No. of Conventions	83	141	Conventions
Total No. of Delegates	53,437	76,780	Delegates
Conventions Local Revenue	72,153,000	136,380,000	Dollars*
Tourism Impact	N/A	110,000,000	Dollars*
Total New Commercial & Industrial Facilities	304,000	1,122,500	Sq. Ft.*
New Tax Assessment	341,000	1,268,425	Dollars
Unemployment Rate (Annual Ave.)	6.9	6.3	Percent

*Estimate

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SUPPLEMENTAL REPORT CONTAINING APPENDIX INFORMATION IS
AVAILABLE FROM DEPARTMENT RECORDS

A. BUSINESS DEVELOPMENT

A.1 BUSINESS RETENTION AND EXPANSION

The mission is to retain local industry and encourage expansions at existing facilities or within the Hamilton-Wentworth Region.

A.1.1. Visitation

- » Staff made over 210 visits during 1987 to meet members of the business community, discuss and respond to their concerns and to identify business opportunities.
- » Contact was made with the business community through the Department's Skyline business newsletter four times a year. March, June, September and December issues have been produced and mailed to about 3,000 names on the revised mailing list. The Skyline's enlarged format and full-colour appearance was well received.
- » Through eight direct mailings, staff contacted over 1,100 local firms and advised them of potential business opportunities brought to staff attention from domestic and international sources.

A.1.2. Seminars

Staff conducted five seminars involving the Region's financial community (See Task A.6) and one symposium on industrial land development to discuss industrial land policies. Seminars provide the opportunity to promote business opportunities, generate leads and enhance the Regional image.

A.1.3. Advertising

The Region's dynamic new MOMENTUM ad featuring determined business people and presenting our new image and theme was well received. The copy invites entrepreneurs to share the burgeoning business momentum in Greater Hamilton. The Region advertised in:

- » McMaster Times, (customized ad) 3 insertions
 - » Hamilton Home Show Supplement, February/87
 - » Hamilton Report (Momentum), 1 insertion
 - » Hamilton This Month (Momentum) 1 insertion
 - » Panorama (Hamilton Chamber of Commerce) (Momentum), 3 insertions
 - » Let's Talk Business, June/87 (Greater Hamilton, Greater Opportunities)
 - » Advertising and Sales Club, May/87 (customized ad)
-

- » McMaster University Commemorative Issue (A McMaster Times Special Edition/87) (customized ad)
- » Arts and Entertainment Forum, March 87
- » Hamilton and District Chamber of Commerce Directory (Momentum)
- » Stoney Creek Chamber of Commerce Directory (Momentum)
- » Hamilton Spectator (customized ad), November 13, 14, 1987

A.1.4. Trade Shows

Staff successfully assisted a delegation of German entrepreneurs from the Plastic and Woodworking Association of Nordrhein-Westfalen, West Germany, who attended the Hamilton Home Show in March with the view of generating local business contacts. (For details, see Task A.2) The Region also participated in Women's World '87 which promoted female entrepreneurs.

A.1.5. Community Events

Staff attended and participated in meetings of the Stoney Creek, Flamborough, and Hamilton Chambers of Commerce, including annual meetings, Corporate Citizen of the Year dinners, the State of the Region address and many other locally generated community and special events.

A.1.6. Client Service

Staff endeavoured to meet with business in order to further the retention and expansion of local business. Staff recorded 217 local inquiries and completed 81 files involving local firms. Over 1,500 jobs were created or retained. (Refer to A.2.7 for other inquiries)

Meetings were conducted with the Firestone Employees Committee to advise on job hunting strategy. Discussions with M.I.T.T. re: Firestone, Lapp, CAMCO, Genn Recreation Complex, Tempus Airline, Permalite and negotiations with Hamilton Hydro regarding Balloonman were also carried out. Every effort was made to retain these companies, with variable degree of success.

A.1.7. Survey of Firms Which Left

During 1987, 13 firms were contacted in order to ascertain reasons for relocating from the Region: The most frequent reasons cited were:

- » Corporate rationalization
- » Land availability and suitability elsewhere
- » Federal Incentives elsewhere
- » Labour Issues

This movement is now decreasing and a reverse trend has been cited.

A.2 ATTRACT EMPLOYMENT OPPORTUNITIES

The mission is to attract re-locating companies and entrepreneurs and to foster the establishment of new businesses within the Region.

A.2.1. Advertising

The Region advertised its viable business environment and lifestyle in publications with a high circulation in the professional and business community. These publications included:

National:

- » Business and Finance in Ontario (Momentum, Tale of Two Cities),
- » Financial Post Top 500 (Momentum), 1 insertion
- » Financial Post Supplement, October, 1987
- » Financial Post Survey Markets (Momentum), 1 insertion
- » Canadian Business, (Momentum), 3 insertions.
- » Metropolitan Toronto Business Journal, (Momentum), 2 insertions
- » Financial Times of Canada (Momentum), 2 insertions
- » Toronto Sun, (Tale of Two Cities), 7 insertions
- » Canada Cup Program (Momentum), 1 insertion
- » Elevator Ads (Tale of Two Cities), 60 buildings for 3 months

International:

- » Canada Journal, March/April/87 (German), Winter/87 (English)
- » Deutsche Presse (customized ad), 1 insertion
- » Plant Sites and Parks (Momentum), 2 insertions

Business and Finance in Ontario (October 17, 1987) and the Financial Post (October 5, 1987) both published special editions dedicated to the Region and co-sponsored and financed through local advertising.

A.2.2. Special Reports

The Region's Community Profile, now called **Greater Hamilton, Greater Profits**, is a definitive compendium of demographics, statistical and reference information about the Region. Much of the research on this project was completed by a university exchange student from Hong Kong through an AIESEC program in cooperation with McMaster University. The information has been edited and will be printed for distribution in 1988.

Hamilton-Wentworth Business Directory listings were put into computer format, making it easier to update and revise company information. It will be printed early in 1988.

A.2.3. Direct Mailing

The Region mailed information packages to about 1,200 strategically selected target firms engaged in business services, specialty manufacturing and bio-medical production and followed up by mailing Mini-Cassettes to 900 corporative executives. Lists were composed of names received through an identification process carried out by the Planning Department and in response to advertising in national and international publications, and from Canadian Consulate and Ministry of Industry, Trade and Technology offices abroad.

A.2.4. Presentation

Over 60 clients, including German, Middle East and Far East delegations, were escorted through the Region's industrial and commercial properties. During the year, 25 customized proposals advising of specific business opportunities were prepared and presented to clients for consideration.

A.2.5. Trade Shows

In February, the Region participated in *Site Selection '87*, a forum where Ontario municipalities discussed the merits of establishing or locating a business in their community with various entrepreneurs and company executives. The Region unveiled an attractive new exhibit booth at this show. In March, the Region participated in *Business Opportunities Canada*, a venue where municipalities, major financial institutions, support services and entrepreneurs, meet to market their investment opportunities. In September, staff was present at an *Air Cargo Exhibition* in Toronto; in November, *Autofact '87* in Detroit; in September, the *Canadian Manufacturers Show* in Toronto, and in July, a *CAD/CAM Show* also in Toronto.

A.2.6. Trade Missions

Staff participated in two international trade missions to West Germany and Austria, and one fact finding mission to the Far East in an effort to attract new investments and technology, identify compatible investors and promote Hamilton-Wentworth in keeping with the Region's economic strategy.

Members of the Business missions included the Regional Chairman, the Economic Development Committee Chairman, the Vice-President of the Hamilton and District Chamber of Commerce, members of local business and Economic Development staff.

In West Germany and Austria, staff attended two trade fairs and met with Canadian Embassy and Consulate Trade officials to discuss effective ways to encourage German and Austrian companies to establish joint ventures and technology transfers with local firms. Special presentations were made to the Plastic and Woodworking Association of Nordrhein-Westfalen to encourage members to participate again in the March, 1988 Hamilton Home Show.

As a result of inquiries and contacts established through Trade Missions, five companies located in Hamilton-Wentworth. When fully operational, they will employ approximately 68 people, and invest approximately \$5,550,000 in the Region. More importantly, is the new investment dollars and the value of new ideas and technology associated with most of these investments.

Late in 1987 staff undertook a fact finding mission to the Far East, specifically, Japan, South Korea and Hong Kong, to assess the viability of a Far East Investment Program. A three year comprehensive Far East Marketing Plan was developed and could be implemented in 1988.

A.2.7. Client Service

Staff recorded 144 inquiries and completed 19 files involving firms from outside the Region. More than 845 jobs will result from this activity. (Total local and external inquiries was 361 with 100 completions.)

A.2.8. Trade Receptions and Seminars

The Region hosted a special reception at the Sheraton Hamilton hotel for the German trade delegation representing the Plastic and Woodworking Association of Nordrhein-Westfalen during the Hamilton Home Show. Another reception was held at Liuna Gardens for German Investors/Entrepreneurs who have settled and established business in Hamilton-Wentworth.

Staff attended two important trade seminars in New York City. "Selling to the Defence Industry," was sponsored by the Canadian Government, while "General Manufacturing and Trade" was sponsored by the Ontario Ministry of Industry, Trade and Technology.

Approved Foreign Investments In Hamilton-Wentworth In 1987

OWNERS	BUSINESS	DIRECT \$ INVESTMENT	JOBS	COUNTRY OF ORIGIN
Bosko Sakic	Specialty bottlingoperation	500,000	10	West Germany
Hans von Buelow Joint Venture with Fabris Industrial	Special Machine Tools	250,000	30	West Germany
Hossein Afkhami	Persian Carpets	4,000,000	4	West Germany
El Hadidy	Hotel/Restaurant	500,000	20	Middle East
Werner Trawger	Manufacturer of Plexiglass Furniture	300,000	4	Austria

A.3 ATTRACT PEOPLE

This mission is to capture a greater proportion of the migrating population and encourage moves to Hamilton-Wentworth.

A.3.1. Advertising

The Region's MOMENTUM ad appeared in several national publications, (See A.2.1) whose audience are executives, in an attempt to persuade them to locate in the Region. Advertisements in the McMaster Times appealed to medical students of McMaster University.

A Tale of Two Cities ad campaign, which highlighted the economic and lifestyle advantages of living in Hamilton-Wentworth, was placed in the Toronto Sun during the summer and in apartment elevators in west Toronto. Sixty-five responses received from the newspaper campaign were provided with an information package containing quality of life information. The Metropolitan Hamilton Real Estate Board provided housing information.

The Tale of Two Cities ad was recognized by the Industrial Developers Association of Canada as the "Best in its Category" for single ads at that association's annual meeting in Montreal.

A.3.2. Encourage Quality of Life Development

A draft report of the quality of life study was undertaken by the Planning Department. Staff conducted a case study of Stamford, Connecticut, in December in order to investigate and analyze what that community has accomplished to improve the quality of life of its residents.

A.3.3. Presentations and Communications

Staff assisted the efforts of the Regional Solicitors Department in the preparation of an information brochure to attract articling students to the Region. Staff also undertook several speaking engagements, addressing graduating MBA and commerce students of McMaster University.

A.4 FOSTER SMALL BUSINESS DEVELOPMENT

The mission is to assist in the formation, operation and long-term viability of small business enterprises.

A.4.1. *Community Small Business Centre Development (Incubator)*

During the year, a feasibility study, commissioned by the Economic Development Department, concluded that there was a strong market for a Community Small Business Centre in Hamilton-Wentworth. A variety of small business support organizations, including the Region indicated that they would be willing to participate. Reaction to the feasibility study from such organizations as the Business Advisory Centre, Hamilton & District Chamber of Commerce, McMaster University, Mohawk College and the Real Estate Board was favorable.

To enable the Region to develop and operate a Community Small Business Centre, a request for an Order-in-Council was sent to the Province. Funding for the project has been included for consideration in the 1988-92 Capital Budget.

A.4.2. *Business Advisory Centre*

As a result of a referral system established with the B.A.C., staff responded to more than 20 inquiries. The Centre was exceptionally helpful in assisting business plan development. A total of \$35,000 was granted to the B.A.C. in 1987, representing the Department's share of a joint venture with the Ministry of Industry, Trade and Technology.

A.4.3. *Skills Training Advisory Council (formerly C.I.T.C)*

Regional Council made a substantial commitment to skills development and retraining in Hamilton-Wentworth. A \$10,500 grant was extended to this organization in 1987 which is a joint venture between the Region and various local special interest groups. S.T.A.C. identifies skills training needs within the business community and community resources best suited to meet these needs. Funding is also anticipated to be extended in 1988.

A.4.4. *Financial Community Liaison*

Staff met with all major financial institutions in the community and have requested information about services and growth in recent years of all financial institutions, accountants and planners in the Region. Staff arranged five seminars in order to interact with the major lending institutions and advised them of Business Development services.

A.4.5. Independent Business - Solicitors

A number of one-to-one meetings with various law offices throughout the Hamilton-Wentworth Region were conducted. Directed primarily at those solicitors who handle small business and independent businessmen, staff endeavoured to advise them about available Departmental services.

A.4.6. Advertising

The Region advertised in the Financial Times Show Guide and Supplement in conjunction with Site Selection '87. (See Task A.2.1).

A.4.7. Local Trade Shows

The Region was involved with the Hamilton Home Show to the extent of facilitating the attendance at that show of representatives of the West German Plastic and Woodworking Association of Nordrhein-Westfalen and bringing them together with local entrepreneurs in similar lines of work. The Region also participated in and received several inquiries from the Women's World Show held in November.

A.4.8. Client Service

Staff continued to extend special consideration to the needs of fledgling enterprises.

A.5 DEVELOPMENT AS REGIONAL CENTRE

The mission is to increase the market service area of the Region and increase penetration of the existing local market for business and government services.

A.5.1. Advertising

This program overlapped with other advertising programs for Tasks A.1, 2, and 3.

A.5.2. Regional Development Projects

Hotel Project and Tourist Information Centre: A study, completed during the past year, found that the establishment of a hotel in Confederation Park would have a favourable economic impact on the Region. Although clearance is required regarding zoning, services and legal matters are still proceeding. The Department knows of several parties who have shown serious interest in developing this project.

Canada Steel Science and Technology Museum: An active Steering Committee, comprised of representatives from Business, Education and Labour, has directed developments pertaining to the proposed Steel Museum for the Region. A Community Facilities Improvement Program grant from the Province enabled the first phase of a feasibility study to be completed by year end. Phase II of the study will commence in 1988.

To assist them in their work, the Steel Museum Committee visited the Corning Glass Centre in Corning, New York, and The Seagram Museum in Waterloo, Ontario. Efforts to involve the Canadian Steel Industry are underway. Experts with considerable background and knowledge of community museums were also consulted.

Hamilton Airport Development: Staff assisted in a special committee following up on the INTACT Cargo Terminal project. In addition, the Department made several presentations regarding other potential developments such as Wardair Airline, Movenpick International Restaurant Hotel and is exploring the possibilities of an International Airshow facility as well as an Industrial Exhibition on a national scale. The Department was instrumental in securing appropriate financial assistance to retain Tempus Air in operation. This assistance facilitated the retention of 70 jobs and the creation of 20 more in the passenger and freight services offered by the company.

A.5.3. Attract Government and Third Sector Organizations

The Attorney General's office established regional headquarters in Century 21, 100 Main Street East in Hamilton, creating 25 new jobs.

The Ministry of Industry, Trade and Technology decided to establish a Regional office in Hamilton. The office will provide extensive consulting services as well as serve the entire Greater Hamilton area. Staff will be increased from 8 to approximately 15 people.

A.6 ATTRACT FINANCIAL SECTOR DEVELOPMENT

The mission is to encourage financial institutions and related service industries to develop facilities within the Region.

A.6.1. *Banking Institutions*

The Canadian Imperial Bank of Commerce, in conjunction with Canada Life Assurance, opened the \$30 million Commerce Place bank and office tower on September 22, facilitating the amalgamation of their corporate, commercial and retail services. This office provides independent banking as well as mortgage and consulting services. Total increase in employment was approximately 20 new positions.

The Royal Bank of Canada expanded their corporate, commercial and independent business centre and created 5 new positions. A data service centre will be opened in the east end of the Region to handle all the data requirements for branches in the Hamilton-Wentworth and outlying areas. This data centre is expected to create approximately 40 new positions. Similarly an independent banking centre providing specialized banking services to large corporate and individual clients was established, creating 5 - 10 new positions.

The Toronto Dominion Bank completed similar expansion and development plans in commercial, corporate and retail areas and increased staff by approximately 10 people. They expanded their facilities in the Jackson Square complex.

V-G National Trust moved its offices from Main Street East to the Jackson Square complex. The move resulted in the creation of a new retail centre with increased office space for their corporate and commercial clients as well as their extensive mortgage portfolio business. An additional 10-20 new positions were created.

Sterling Trust also opened a branch office in Jackson Square. This office, comprising approximately 3,000 square feet, provides deposit taking as well as financial services to corporate and commercial clients. The company is also extensively involved in mortgage portfolio services, creating approximately 8 new jobs.

Standard Trust opened a small commercial, mortgage office in the Thompson Building. This office of approximately 2,000 square feet resulted in the creation of 7 full time positions.

The entire Region saw the expansion of many services provided by various trust and financial companies. This development was primarily centered in the downtown core. Significant development has been recorded in consulting and accountancy firms, many of which have expanded their presence by increasing staff and providing a wider range of services.

A.6.2. Financial Sector Servicing

This Department in conjunction with the Ontario Development Corporation and the Ministry of Industry, Trade and Technology conducted seminars with most of the corporate, commercial and retail financial organizations located within our Region. The intention of these seminars was to make the financial community aware of the Department and the various services provided by staff. (See A.1.2)

A.6.3. Trade Missions

Financial development was discussed during Trade Missions to Europe and the Far East during meetings with representatives from various Schedule B and Schedule C banks. Augmentation of branch networks of the existing five major banks, along with representative offices for Barclay's Bank, Banca Commerciale Italiana, Lloyd's Bank, and a host of Schedule B banks, was also discussed.

A.6.4. Direct Mail

Staff contacted executives of the financial industry in the Toronto area to encourage them to expand to the Hamilton-Wentworth area.

A.6.5. Advertising

Refer to A.1, 2 and 3.

A.6.6. Special Reports

Banking in Hamilton-Wentworth -- A comprehensive report on the banking sector in the Region was prepared by staff and has now become a valuable tool in the promotion of financial institutions in this community.

A.7 PERFORMANCE ANALYSIS

The mission is to learn from the experience of municipalities which have accomplished successful economic development activities.

A.7.1. Presentations to Committee

Staff endeavoured to advise the Economic Development and Planning Committee of significant events in committee agendas. At the request of Glanbrook and Dundas Councils, staff attended their respective Council meetings to review economic development matters pertaining to those municipalities.

A.7.2. Business Tours

In May, members of the Economic Development Committee and Regional Council and representatives from the real estate community were given a tour of five industrial areas in the Region. The purpose of the tour was to show what industrial areas are available, and discuss acquisition costs and future development plans.

To provide a greater understanding of the issues associated with industrial land development, another tour of industrial parks in neighbouring municipalities was carried out on October 26. Council members and staff were involved in the industrial symposium held in September. (Refer to A.1.2)

A.7.3. Professional Development

Staff attended the Role of the Service Sector in Economic Development seminar in February. This seminar was part of the University of Waterloo/Industrial Developers Association of Canada Economic Development Program, leading to a diploma in Economic Development.

Staff participated at four Ontario Industrial Development Council meetings, including the Annual Meeting in Toronto, a spring meeting in Oshawa, a summer meeting in Brockville, and a fall meeting in Kitchener. Staff also participated in the annual conference of the American Economic Development Council in Fort Worth, Texas, and the annual meeting of the Industrial Developers Association of Canada in Montreal.

Staff attended specialized seminars that will improve the department's understanding and capabilities in preparation of reports and advertisements dealing with small and major inquiries, as well as upgrading the quality of our newsletters, special reports and advertisement techniques.

B. TOURISM AND CONVENTIONS SERVICES

B.1 TOURISM

Objectives:

1. Increase the number of tourists visiting the Region
2. Increase the expenditure and length of stay of tourists.

B.1.1. Advertising

Purpose - To create positive awareness to the Region's attractions, events and hospitality sector primarily in Southwestern Ontario, and the U.S.A. bordering states and the local market.

We used four types of ads to deliver our message locally, and in the extended and the USA market. They were as follows: radio jingles, For a Greater Vacation Look No Further, The Great Diversion, Greater Hamilton Greater Tours. See Supplemental Report B.1.1 for details.

At the time of this report all advertisements in the 1987 marketing plan had been implemented.

B.1.2. Production of Support Materials

Purpose - to provide tourism sales staff with information material depicting the attributes of the Region for distribution to tourists.

Brochures created:

- (a) Greater Hamilton Greater Excitement - 400,000 created and produced for three year supply
- (b) Greater Hamilton Greater Dining - 20,000 created and produced
- (c) Greater Hamilton Greater Accommodations - 20,000 created and produced
- (d) Greater Hamilton Map - 30,000 created and produced

These new brochures were received enthusiastically by members of the local hospitality sector as well as tourists.

B.1.3. Direct Sales Support

1. **Trade Show Display:**
The new and attractive exhibit booth was produced and subsequently used at marketplaces. Local hospitality sector very much impressed with exhibit.
 2. **Presentation Kit:**
A kit was produces and utilized at Marketplaces.
 3. **Uniforms:**
These were delivered and worn by staff and summer students at tourist information centres and at marketplaces.
 4. **Hospitality Training:**
Nine student counsellors were hired by the department and appropriately trained to staff tourist information centres and perform other duties as needed. Three counsellors - Federal SEED Programme (partially subsidized) One counsellor - Festival Country (fully subsidized) Five counsellors - hired and paid by the Region
 5. **Familiarization Tours:**
Seven Familiarization tours were conducted in 1987 in order to showcase Greater Hamilton to motorcoach Tour groups and travel writers. The local hospitality industry co-operate in these ventures by providing services in kind. See Supplemental Report B.1.2 for details.
 6. **Lobby Displays for Hotels and Convention Centre:**
Design completed and ready for use.
 7. **Upgrade Tourism Information Centres:**
All tourism information centres operated by this Division were upgraded.
 8. **Newsletter:**
Skyline now includes Tourism and Conventions news.
 9. **Promotional Items:**
Weepils and pins were purchased and are being distributed.
 10. **Tourism Information: (via telephone, watts line, letters, etc.):**
Personnel are now in place and instructed regarding responding to public inquiries. This was the first year the Region used the watts line. The results were encouraging and subsequently this service will be refined and expanded in 1988.
-

B.1.4. Marketplaces

Staff attended 16 marketplaces. Response at the marketplaces in 1987 were excellent, resulting in many motorcoaches coming into the Region. Chairman Sears' presence at the ABA marketplace demonstrated the Region's commitment to attracting more motorcoach tours to our area. Measurements of results in terms of overnight stays and expenditures are difficult to qualify. However, hotels have reported a significant increase in motorcoach activity as a result of this program. See Supplemental Report B.1.3 for details.

B.2 CONVENTIONS

Objectives:

1. To attract a larger share of the total convention and meetings market in Canada and Internationally.
2. To give good quality service, to confirmed conventions resulting in rebooking.

B.2.1. Advertising

To attract a larger share of the convention and meeting market in Canada and the U.S.A.

Two types of ads were featured:

- (a) **Be A Convention Ambassador** (Local Media) and
- (b) **Greater Hamilton Greater Conventions** (National, Provincial, and International Media). See Supplemental Report B.2.1 for details.

Be a Convention Ambassador ad won a National Award for best of class at the IDAC Annual Conference in Montreal.

At the time of this report all advertisements outlined in the 1987 marketing plan were implemented.

B.2.2. Support Material

A comprehensive conventions kit titled **Greater Hamilton Greater Conventions** was produced. Highlighting Convention facilities, hotels, attractions and services offered by the Region, it has been enthusiastically accepted by the local hospitality industry.

B.2.3. Direct Sales Support

1. **Audio Visual:**
A film is now in the final stages of production and will be available for presentation early in 1988.
 2. **Trade Show Display:**
A new and attractive exhibit booth was produced and subsequently used at marketplaces. At the annual conference of the CSAE this booth was chosen as one of the top three from over a hundred exhibitors.
 3. **Promotional Items:**
Weepils and pins were delivered and distributed to local citizens, convention delegates, Regional employees, etc.
-

4. **Banners and Badges:**

Customized banners and badges were produced and made available at various promotions.

5. **Data Bank:**

Lists have been compiled of our Canadian, Provincial and International associations. Data will be entered into a computer for storage and access. The department is currently working with Systems in developing a software package to more efficiently utilize this information.

6. **Newsletter:**

Skyline now includes Tourism & Conventions news.

7. **Promotional Showcases:**

Three promotional showcases were planned for 1987. The two that were held in 1987 were great successes. A third showcase was postponed until March of 1988 due to problems in planning created by the postal strike. Staff hosted promotional showcases for selected association executives and meeting planners who would be interested in holding their annual convention/conference in Greater Hamilton. See Supplemental Report B.2.2 for details.

8. **Convention Bidding:**

Bids submitted in 1987.....	50
Successful Bids.....	38
Unsuccessful Bids.....	8
Outstanding Bids.....	4
Secured from previous bids.....	18
Total bids awarded in 1987.....	56
Conventions held in 1987.....	141

See attached Supplemental Report B.2.3, B.2.4 and B.2.5 for respective status of bids.

Staff involvement in preparing these bids varied from initiating lead, preparing and presenting bids, to providing support materials and promotional literature to hotel and convention properties.

9. **Convention Attendance Building:**

Staff attended 12 conventions, which are coming to the Region in 1988 and 1989, with the view of promoting the Region and increasing delegate attendance. Chairman Don Ross's attendance at one convention was most instrumental in demonstrating the Region's commitment to hosting that convention in Greater Hamilton. See Supplemental Report B.2.6 for details.

10. Site Inspection:

Staff, along with members of the local hospitality sector, participated in 23 site inspections. Association executives and meeting planners were given first hand experience on what Greater Hamilton offered their respective conference. See Supplemental Report B.2.7 for details.

B.2.4. Marketplaces

Staff attended six marketplaces. Responses from potential clients were excellent. Regional Chairman Sears and Councillor Stan Napper attended the CSAE convention in Saint John, New Brunswick. Their participation was very helpful in asserting the Region's attitude towards conventions. Many leads were generated and are being followed-up. See Supplemental Report B.2.8 for details.

B.3 TOURISM INFORMATION CENTRES

1. **Downtown Hamilton** -- Regional Council, at its June, 1987 meeting, approved a downtown location (127 King Street East) for the establishment of a year-round tourist information centre. Architectural drawings and plans have been accepted and lease hold improvements are scheduled to be completed. The facility is expected to be fully operational early in 1988.
 2. **Confederation Park** -- The necessary planning for a new tourist information centre within Confederation Park has begun. Completion of the facility is scheduled for the summer of 1988.
 3. **Highway 403** -- The Region's Transportation Department is currently conducting a signage study. The study findings will include a recommendation for a suitable location for a tourist information centre along Highway 403. The final report is expected to be submitted to Regional Council early in 1988.
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B.4. TOURISM ADVISORY BOARD

A Tourism Advisory Board was established by Regional Council. The following were appointed to serve on the Board:

Barry Massey, Chairman (Royal Connaught Hotel)	John Fuller (Retail Wholesale Dept Store Union)
Kathy Drewitt, Vice-chairman (Hamilton Chamber)	James White (Hotel Motel & Restaurant Employees Union)
Barbara Vance (Stoney Creek Chamber)	Councillor Domenic Agostino
Rudy Prins (Sheraton Hotel)	Susan Malcolm (RBG)
Don Dailley, Sr. (Lion Safari)	Brad Burrough (Cdn Airlines Int'l)
Brian Laing (Cons. Authority)	Councillor Don Ross (One position vacant)

Resignations:

Councillor B. Hinkley	November 1987
Peter Emmorey (Downtown BIA)	December 1987

TERMS OF REFERENCE

1. "That a Tourism Advisory Board be established to make recommendations to the Economic Development and Planning Committee on budgetary matters and operations programs related to marketing activities as carried out by the Tourism and Conventions Development Division of the Economic Development Department; and
 2. That the Board be comprised of two elected Councillors, at least one of which shall be a member of the Economic Development and Planning Committee, and eleven persons holding positions in the private and public sectors in the tourism industry, at least two of whom shall be representatives of labour; and
 3. That the term of the Councillors on the Board correspond to the term of Regional Council; and
 4. That citizen appointments to the Tourism Advisory Board be for the current term of Council or until a successor is appointed; and
 5. That the next Council use a staggered system of 1, 2, and 3 years when appointing citizen members to the Board; and
 6. That the Chairman be elected annually by the Board from amongst its membership; and
 7. That the appointments to the Tourism Advisory Board be made by the Economic Development and Planning Committee."
-

1987 CONVENTION STATISTICS

STATISTICS	1986	1987	% increase
Total No. of Conventions	83	141	70
Total No. of Delegates	53,437	76,780	44
Dollars generated in Community	\$72,153,000	\$136,380,000	89

These numbers do not represent all convention activity in Greater Hamilton -- only those conventions serviced by or reported to this department are recorded in these statistics.

1987 TOURISM STATISTICS

A Tourist is defined as one who travels 25 miles or more from his/her home to visit an attraction, special event, restaurant, accommodation, etc.

Based on records of tourists visiting our tourists information centres and in addition to information gathered from the attractions, special events, accommodations, restaurants, etc., it can be inferred that approximately one million tourists visited the Region, generating over \$100 million in our community.

See Supplemental Report B.2.9 for statistics relating to tourists inquiring at Regionally operated Tourist information centres.

URBAN MUNICIPAL

SEP 12 1988

GOVERNMENT DOCUMENTS

ECONOMIC DEVELOPMENT
DEPARTMENT

ANNUAL REPORT, 1988

A. BUSINESS DEVELOPMENT

B. TOURISM & CONVENTION SERVICES

C. ADMINISTRATION

ECONOMIC DEVELOPMENT
and
PLANNING COMMITTEE
MEMBERS
1988

COUNCILLORS

Don Ross, Chairman

Mayor Stan Napper, Vice-chairman

John Gallagher

Brian Hinkley

William McCulloch

Mayor Robert Morrow

Mayor Mary Ann Seldon

Ann Sloat

Mayor James Smith

SUMMARY OF RESULTS

INDICATORS	1986	1987	1988	Units
No. of New Businesses	23	33	43	Firms
No. of Expansions & Retentions	37	79	49	Firms
New Jobs Created	826	941	745	Jobs
Added Jobs (Existing Business)	498	713	1,267	Jobs
Retained Jobs	N/A	1,726	N/A	Jobs
Total Jobs	1,328	3,380	2,012	Jobs
Industrial Land Sales	37.60	112.25	39.08	Acres
Value of Land Sales	2,248,500	5,723,300	2,596,610	Dollars
Total Building Permits	545,959,514	522,736,044	489,122,251	Dollars
Total No. of Conventions	83	141	156	Conventions
Total No. of Delegates	53,437	76,780	60,000	Delegates
Conventions Local Revenue	72 million	136 million	127 million	Dollars*
Tourism Impact	N/A	110 million	100 million	Dollars*
Total New Commercial & Industrial Facilities	304,000	1,122,500	410,000	Sq. Ft.*
New Unemployment Rate	6.9	6.3	5.8	Percent
Canadian Bond Rating	AAA-	AAA-	AAA	Rating
Total Taxable Assessment Growth(Millions)	1,229	1,277	1,307	Dollars
% Change in Assessment	-2	3.9	2.3	Percent

* Estimates

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A. BUSINESS DEVELOPMENT

A.1. BUSINESS RETENTION AND EXPANSION

The mission is to retain local industry and encourage expansions at existing facilities or relocation within the Hamilton-Wentworth Region.

A.1.1. *Visitation Business Contacts Newsletter Direct Mail*

Staff made 304 visits in 1988 to meet, discuss and respond to the concerns of members of the business community, and to identify business opportunities.

The Department endeavoured to maintain the channels of communication with the business community via the Department's Skyline newsletters. This is the tenth year of publication of this informative tool.

The Business Development Section first quarter Skyline featured the expansion of Allan Candy and the establishment of head offices for Stelco Steel and Young Drivers of Canada. The second quarter concentrated on local business appreciation and featured expanded businesses. Arcor PVC Windows and expanding banquet and convention facilities was highlighted in the third quarter and the final issue of the year recognized the newly elected Regional Chairman, the success of the Fox 40 whistle and Rothwell Properties' unique recycling of industrial facilities.

The newsletter includes a Tourism and Convention Services report and coloured photographs. The Department has received favorable reports about this publication from local businesses.

Direct mailings were continued by staff on an individualized basis to advise local firms of potential business opportunities brought to staff's attention from domestic and international sources. During the year these sources have expanded to include not only the business community but also targeted federal and provincial government departments.

A.1.2. *Seminars*

Staff held specialized local seminars for the Region's financial community and selected economic sectors to advise them of Departmental services and to establish a reciprocal referral relationship. The program included Credit Unions, Trust Companies, and Schedule B banks.

Staff attended a number of local seminars and conferences. These included: Department of Supply & Services (How to sell to the Federal Government), Ontario Conference on Technology & Innovation (One of four held in Canada), the Department of Industry, Science and Technology (International Trade Shows Made Profitable), the Royal Bank of Canada's Economic Report (Annual Forecast and Regional state of economy) and the Bank of Montreal's Economic Report and general economic forecast for 1989.

A.1.3. Advertising

The Region continued to promote its image in local publications, including:

- McMaster Times, three insertions (Momentum)
- Panorama, four insertions (Momentum)
- Stoney Creek Chamber of Commerce Directory
- Business Outlook 88-Hamilton Spectator (Momentum)
- Articling in Hamilton (Tale of Two Cities)
- Hamilton Pictorial, (Momentum)

A.1.4. Trade Shows

Staff participated in the first Greater Hamilton Business Exposition held at the Hamilton Convention Centre in September. Contacts with representatives of local business were made and followed-up. In September, the Region also participated in the Open House held at Hamilton City Hall.

A.1.5. Receptions

In February, staff held a reception at the Royal Connaught Hotel, for local realtors and developers to discuss opportunities for industrial and commercial development in Greater Hamilton. The reception was well attended by local business representatives who had made significant investments in the Region.

On June 16, owners, managers or representatives of local businesses were recognized for their contribution to local growth and economic development at a reception held at Chandelier Place, Stoney Creek.

A.1.6. Community Events

Staff participated at meetings of the Hamilton and District, Flamborough, Dundas and Stoney Creek Chambers of Commerce, including annual meetings, the Stoney Creek Corporate Citizen Of The Year dinner, and several the Hamilton and District Chamber of Commerce functions, including the Outstanding Business Achievement Awards dinner, State of the Region Address and Presidents' Panel.

Other community events attended by staff included Hamilton Home Show, Hamilton International Air Show, and visits by Governor-General Jean Sauve and Queen Beatrix of Holland. Attendance at local functions sponsored by non-profit and service organizations that make up the Region was an on-going activity of Regional staff.

A.1.7. Client Service

Staff recorded more than 308 local inquiries and completed 88 files involving local firms, resulting in the creation and/or retention of 2,041 jobs.

A.1.8. *Corporate
Dislocation*

Firestone Tires plant closing took affect in January, resulting in the loss of 1,300 jobs. By year end, 95 percent of these workers had found other suitable employment. Lapp Insulators closed in March, resulting in 42 lost positions.

Meetings were held with Adam Clark Ltd., Transelectrix Technologies Inc., and Greening Donald Ltd. to ascertain the reasons for their plant closures and/or reductions in employment work force. J.I. Case Ltd. had laid off employees in the spring, but expanded its workforce by 500 in the fall. Staff endeavoured to assist companies in any way possible to remain open and/or assist their employees in finding new positions.

Rationalization of facilities, lack of suitable industrial land and expansion of product lines at other facilities were cited as reasons for plant closure.

A.2. ATTRACT EMPLOYMENT OPPORTUNITIES

The mission is to attract companies seeking new locations and entrepreneurs and to foster the establishment of new business within the Region.

A.2.1. Advertising

The Region advertised its viable business environment and advantageous lifestyle in external publications. These included:

National:

- Financial Post Top 500 (Momentum)
- Moving To & Around Toronto Area, 2 insertions (Tales of Two Cities)
- Financial Times (Momentum)
- Canadian Business, 4 insertions (Momentum, Office Space)
- Financial Post (Momentum)
- Metro Toronto Business Journal, 4 insertions (Momentum, Office Space)
- Apartment ads, 60 Buildings (Tale of Two Cities)

International:

- Canada Journal, 3 insertions, one in German (Momentum)
- Handelsblatt, 1 insertion (Momentum)
- Plant Sites, 1 insertion (Momentum)
- Plant Sites Directory (Momentum)
- Pittsburgh Magazine, 3 insertion (Momentum)

A.2.2. Special Reports

Production of the Regional **Business Directory** was completed by Seldon Printing Limited and made available to the public and business community on a user-fee basis.

The **Auto Parts Report** was revised, and a new cover created. The Report will be widely distributed to a selected industries.

Greater Hamilton, Greater Profits Community Profile was completed and distributed widely to the public in 1988. More than 2,000 copies have been handed out so far. The Profile was awarded a bronze medal at the 1988 Annual Industrial Developers Association Council Conference.

Sing Tao Newspaper of Toronto, a Chinese language daily, with a circulation of more than 30,000, carried a three part article on Hamilton-Wentworth in April. Reader response has ensured another article on industrial land in Hamilton-Wentworth in the new year.

An article was written by staff for inclusion in the Hannover Fair special edition of the German language **Ontario Business News Bulletin**.

A.2.3. Direct Mailings

Through direct mailings, the new Tale of Two Cities leaflet was distributed to approximately 100,000 households in west Toronto. In May, the ad also appeared in 60 apartment buildings in west Toronto. The results of these activities can be ascertained from an article in the Hamilton Spectator dated December 13 and reports from the Hamilton and District Real Estate Association, both of which cite increasing home sales to Torontonians in 1988. The Tale of Two Cities direct mail campaign was awarded Best of Class in the 1988 annual IDAC literary award competition.

The Region undertook a direct mail campaign to more than 80 Toronto-based national and provincial non-profit associations. The campaign emphasized cost advantages of relocating to the Region and quality of life. Numerous inquiries have resulted and staff is actively working with several associations.

As part of the Region's International Marketing campaign 250 information packages were sent to biomedical and computer high tech firms in California. A smaller mailing of 85 letters in German describing the Region was sent to Chambers of Commerce in West Germany and Austria.

A.2.4. Presentations

More than 70 clients, including European, Middle East, Far East trade delegations and trade consuls were escorted through the Region's industrial and commercial properties.

In March, staff showed the Regional film to, and then accompanied a delegation from Taiwan on a tour of Fell-Fab Products to observe a textile manufacturing operation.

A delegation from Stuttgart, West Germany, toured the Region to investigate business opportunities and get a first hand look at the Regional business environment. The tour included a visit to Fabris Industrial Mfg. Limited.

The Region hosted special receptions for three Taiwanese investment delegations, a Foshan City delegation, a business mission from Baden-Württemberg, as well as business missions from France and Italy. Members of the above mentioned delegation received information packages and tours of the Region to highlight business opportunities in Hamilton-Wentworth.

A.2.5. Trade Shows

Staff actively pursued marketplaces which had a direct bearing on economic development strategies and programs in order to promote business opportunities in the Region. In February, staff participated in Winter Cities '88 in Edmonton. Speakers discussed a variety of topics pertaining to development issues and business operations in cities with a winter climate.

Staff again successfully assisted a trade delegation of entrepreneurs from the Plastic and Woodworking Association of Nordrhein-Westfalen, West Germany. The German contingent, the largest to date at the show, received financial support from their state government. A number of licensing agreements and joint venture opportunities were discussed with local prospective partners.

In March, German entrepreneurs from the Wood and Plastic Association of Nordrhein-Westfalen, West Germany, attended the Hamilton Home Show with a view of generating local business contacts.

Staff went to the huge Autotrade Show in Detroit, a forum where approximately 250 world-wide exhibitors display the latest innovative technology in the automotive industry. Staff participated in seminars and discussed opportunities in the Region with automotive manufacturers.

In March, staff attended Westec '88 in Los Angeles, California, one of the world's largest specialty machine and tool shows, and generated several leads with targeted businesses. While there, staff conferred with Federal and Provincial officials to promote Greater Hamilton and discuss the Region's interests in facilitating investment from this market.

Staff attended the Health Industry Distributors Association (HIDA) Fair held in Kansas City, Missouri, in September. Research for the proposed Medical Technology Industrial Park and efforts to attract specific medical related manufacturing firms was the purpose for attendance at this fair.

Supplementing this effort, staff went to the Canadian/New Jersey Technology Transfer, Trade and Investment Show in Princeton, New Jersey, to meet with businesses involved in pharmaceutical, medical instrumentation, and research and development work. It is felt that firms in the Princeton area could be targeted to make them aware of benefits of locating and cooperating in R & D work with McMaster University and the university Medical Centre. Staff will pursue leads to encourage them to investigate possibilities in the Region.

Attendance at the SIOR Conference (Society of Industrial and Office Realtors) held in Toronto in October promoted Greater Hamilton to more than 500 industrial and office realtors with offices throughout Southern Ontario.

Staff attended the Canadian High Technology Show held in Toronto and the Greater Buffalo Business and Computer Exposition and made a number of significant contacts.

A.2.6. Trade Missions

Staff participated in international trade missions to West Germany, Switzerland and Hong Kong in an effort to attract new investments and technology, identify compatible investors and promote Hamilton-Wentworth. Members of the business missions included past Regional Chairman Sears, Economic Development Committee Chairman, Don Ross, members of local business and staff.

During the West Germany and Switzerland mission in April, staff attended the Hannover Fair and consulted with Canadian Embassy and Consulate trade officials to follow up on investment proposals and identify prospective clients. Several meetings were held with business prospects.

Regional delegates also met with the President of the Baden-Württemberg Parliament and officials of the Ministry of Economic Affairs. In October, special meetings were held with government trade officials of Baden-Württemberg and Nordrhein-Westfalia to encourage them to participate in the Hamilton Home Show.

In Hong Kong the delegation met with Ontario government and federal government trade representatives, and promoted a series of business opportunities. Federal Government officials hosted a reception to meet members of the Hong Kong business community. Members of the mission included the Chairman of the Economic Development and Planning Committee and staff. The Region hosted a reception for members of the Canadian and the Ontario governments in Hong Kong, and representatives of banks and other business organizations.

During a mission to the United Kingdom staff met with senior government trade officials to advise of the Region's interest in this market and discussed possible investment in selected economic sectors. A meeting was also held with a client in Scotland which resulted in the firm establishing a Canadian high tech ceramic operation.

A special trade reception was held in Pittsburgh in October. Meetings with key business leaders and government officials have strengthened the Regional position in this market.

Sunezco, a steel centre from West Germany, officially opened its operation and is considering expansion as the market improves. Genn Equestrian Farm, was selected to host the Canadian team competing in Seoul. Cindy Ishroy of Hamilton, a rider with this establishment, won the only equestrian Olympic medal at the Summer Games.

A.2.7. Client Service

Staff recorded 150 inquiries involving firms from outside the Region. Thirteen projects involving 448 jobs have been completed. New investment ideas and technology are valuable commodities emanating from these efforts.

*A.2.8. Trade
Receptions
and Seminars*

The Region hosted several receptions for trade consulate officials and delegations from France, Sweden, West Germany, Italy, United States, China (PRC), Finland, Hungary, and Taiwan. A reception was held in March at the Sheraton Hamilton Hotel for the Plastic and Woodworking Associations of Nordrhein-Westfalen following the official booth opening at the Hamilton Home Show at the Convention Centre.

In April, staff held a seminar at the Martel Real Estate offices in Mississauga for 10 ICI realtors to inform investors and their agents of the benefits and opportunities of doing business in Greater Hamilton.

*A.2.9 Branch Plant
Report*

Staff began an initiative aimed at branch plant operations located in the Region. The purpose of this study was to encourage more local production, administration and decision-making and give support to the possible relocation or establishment of Canadian head office facilities in this community.

A master list identifies branch plant operations and their parent company. Of the 52 branch plants manufacturing operations employing over 10 people, 36 had U.S.-based parents, eight European and seven United Kingdom. A similar target list is currently being compiled for major service industries within Greater Hamilton.

Through company visitations, direct mail campaigns and specific marketing efforts aimed at the parent companies, staff will endeavour to strengthen the presence of these firms in this community. The branch plant initiative will be incorporated into the economic strategy and marketing plan for 1989.

A.3. ATTRACT PEOPLE

The mission is to capture a greater proportion of the migrating population and encourage moves to Hamilton-Wentworth.

A.3.1. *Advertising*

The Region continued to place the Momentum ad in several and provincial publications (see A.2.1) with large executive readerships in an effort to persuade them to locate in the Region. Advertisements in the McMaster Times are targeted at medical and business students to encourage them to remain in the community after graduation.

The Tale of Two Cities ad, which highlights the affordable housing, and lifestyle benefits of Greater Hamilton, was displayed for the second year in "elelevision" units in 60 apartment buildings in West Toronto. In addition, the ad was expanded into an attractive two page brochure and distributed to 100,000 households in and around West Toronto.

A survey undertaken by staff of local realtors indicates that an increasing volume of residential transactions are being made to Toronto area relocators.

A new addition to the Region's arsenal of advertisements is the Office Space ad which encourages entrepreneurs in Metro Toronto wishing to reduce office expenses to consider moving to Greater Hamilton where office space and operational costs are much lower.

A.3.2. *Presentations and Communications*

Staff undertook several speaking engagements, addressing graduating MBA and commerce students of McMaster University and the Ontario Industrial Development Council. Other presentations were made to the Hamilton and District Chamber of Commerce and other business groups.

A.4. FOSTER SMALL BUSINESS DEVELOPMENT

Our mission is to assist in the formation, operation and long-term viability of small business enterprises.

A.4.1. *Community Small Business Centre (Incubator)*

The Community Small Business Centre Study conducted by Hemson Consultants has determined the feasibility of establishing an incubator in Hamilton-Wentworth on the grounds that a good level of entrepreneurial activity exists in the Region, a wide range of existing small business services, and a number of groups and organizations prepared to support and participate in a Community Small Business Centre.

To enable the Region to develop and operate a community small business centre, a request for an Order-in-Council was sent to the Province. Results of this request are still pending. Funding for the project will be considered in the 1988/1992 Capital Budget.

An interim Board of Directors is currently working towards the implementation of the Community Small Business Centre. Recommendations relating to the implementation of the Centre will be available early in 1989.

A.4.2. *Business Advisory Centre*

Staff continued to respond and make referrals to the BAC. A \$45,000 grant from the Region, matching the Provincial Government's contribution, was allocated to the Centre in 1988. The BAC now has a full-time manager for Small Business Development Centre who is actively promoting the Centre's services.

A.4.3. *Skills Training Advisory Council*

Regional Council has undertaken a commitment to skills development and retraining. A joint venture between the Region, various local special interest groups, the Federal Government, and the Provincial Ministry of Skills Development. The program received a grant of \$35,000 as the Region's share in 1988. S.T.A.C. identifies skills training needs with the business community and the resources available to meet these needs.

A.4.4. *Local Financial Community Liaison*

Staff continue to liaise with the financial community to advise on support programs and development prospects. The needs of small business and methods to assist are discussed in order to aid lending institutions in their dealings with this vital sector of our economy. During the past year, the Royal Bank of Canada, the Canadian Imperial Bank of Commerce, the Canada Trust Company, the Bank of Montreal, and the Hamilton-Wentworth Credit Union have undertaken significant expansions in Greater Hamilton.

A.4.5. *Advertising*

The Region advertised in the Financial Post Top 500, Canadian Business Special 1988 issue, Metro Toronto Business Journal and Financial Times in an effort to reach entrepreneurs interested in establishing small business in Greater Hamilton. These magazines will have a long life span resulting in multi-readership opportunities.

A.4.6. Client Services

Business Development staff continued to work with the small business sector, and counsel fledgling entrepreneurs in everything from finance to marketing and production. Special efforts were made to increase the size and employment of these operations and establish them as viable business entities.

A.4.7. Local Trade Shows

The Region was once again involved with the Hamilton Home Show, facilitating the West German Plastic and Woodworking Association of Nordrhein-Westfalen and introducing them to local entrepreneurs in similar industries. The Region also participated in the first Greater Hamilton Business Exposition, and supported Women's World.

A.5. DEVELOPMENT AS A REGIONAL CENTRE

The mission is to increase the market service area of the Region and increase penetration of the existing local markets for business and government services.

A.5.1 Regional Development Projects

Canada Steel Science and Technology Centre:

An active steering committee comprised of representatives from business, education and labour has directed developments pertaining to the proposed Steel Centre for the Region. The Provincial Government granted \$34,150 to undertake a feasibility study with the Federal Government providing a \$32,500 grant.

Moffat Kinoshita Consultants, have confirmed the needs/market assessment of an internationally-significant Steel Science and Technology Centre and the availability of collections from the steel industry.

The second phase of the study, which addresses programming/administration, space requirements, financing, and schedule of actions required for implementation of the project, was adopted in December, 1988.

Efforts to involve the Canadian steel industry are underway. A special presentation is being developed to properly convey the concept of the envisioned facility. A key element of the Phase II study is site selection. The consultants have analyzed six locations in the Region and have recommended incorporating the Canada Steel Science and Technology Centre within the City of Hamilton Waterfront Park. The Steering Committee has endorsed this recommendation and will present it to the City of Hamilton Waterfront Project Committee for consideration early in 1989. A final presentation will be made to the Economic Development and Planning Committee regarding the anticipated fundraising campaign.

Confederation Park Hotel Development:

The Confederation Park Hotel Feasibility Study carried out by Laventhol and Horwath Management Consultants has established the support for a 150-200 room hotel with restaurant, coffee shop, entertainment lounge, conference/meeting wing and recreation area. Bids to develop this property were received during 1988, however, none proved satisfactory.

New proposals to construct and operate the hotel will be received by staff for the consideration of Regional Council. A developer is hoped to be selected in early 1989. It is hoped that this project could be developed in conjunction with a major tourism centre to be developed in the adjacent site.

Health Care Technology Task Force:

Development of the Health Care Sector has been identified within the Region's Economic Strategy supplementing this action. A Health Care Technology Task Force was formed in February, 1988.

The Task Force, represented by the private sector, McMaster University and Medical Centre, Business Advisory Centre, Mohawk College, the financial sector and Regional Council, fulfilled their mandate in formalizing a mission statement and offering recommendations. Pharmaceuticals and medical devices were initially targeted by the Task Force. The following mission statement was offered for consideration:

"To encourage the development of new and expansion of existing business enterprises engaged in advanced technology and innovative products and services, with particular emphasis on medically and scientifically related ventures, in Greater Hamilton."

A list of recommendations for consideration in the Region's marketing plan were also produced.

Medical Park:

Medical technology firms and related activities have been targeted as candidates for development as referenced in the Economic Strategy. Staff initiative and recommendations have led to the Lifescience Industry Business Park Feasibility Study initiated in December, 1988.

The study is being carried out by P.W. Anderson Consultants as approved by Regional Council in November. Need, location and marketing criteria will be addressed within the phased study which is expected to be completed by mid-1989.

INTACT:

Since September, 1987, staff has assisted in a special committee regarding the Intact Cargo Terminal Project which endeavours to provide complete air cargo and aircraft maintenance service at Hamilton Airport. In September, 1988, the Intact Project received approval for a lease agreement and construction of a 40,000 sq. ft. building to initiate their business, subject to Transport Canada approval. It is expected that the facility will be operational in 1989, which will facilitate job development and increase assessment. It is hoped that operation will trigger further interest in the full utilization of Hamilton Airport.

CAPIC:

Economic Development Department staff assisted the Central Area Plan Implementation Committee in pursuing their mandate of updating and revising the central area plan, which refers to the area located between the escarpment and the bay front, Queen Street to Victoria. The Plan was adopted by Hamilton City council as an Official Plan Amendment on October 11, 1988. Staff advised CAPIC on strategies for implementing the policies of the Plan and comment on proposals which impact on the central area plan policies.

A.5.2. Advertising

This program overlaps other advertising programs for Tasks A.1, A.2 and A.3.

**A.6. ATTRACT
FINANCIAL
SECTOR
DEVELOPMENT**

The mission is to encourage financial institutions and related service industries to develop facilities within the Region.

*A.6.1. Trade
Missions*

Staff continued to maintain a formal liaison with banks, trust companies, and credit unions outside the Region in order to maintain lines of communication, and provide demographical and statistical information on the predominant growth areas in the community to facilitate possible expansion plans. Several financial institutions expanded their branch and corporate commercial centres in the Region during the year as well as enlarge full service branches.

A.6.2. Direct Mail

Staff have contacted numerous financial institutions in the Toronto area to advise of our interest in facilitating investment and to encourage establishment of a broader range of full services.

*A.6.3. Special
Reports*

A **Banking Report** was updated and forwarded to the real estate departments of selected banks and trust companies primarily in the Metro Toronto area. The Report outlines the growth of the financial services industry in the Region, and has assisted various corporate bodies in deciding to expand their financial services network in Greater Hamilton.

A.6.4. Advertising

This program overlaps other advertising programs for Tasks A.1, A.2 and A.3.

B. TOURISM AND CONVENTION SERVICES

B. 1 TOURISM

The objective is to increase the number of visiting tourists and the expenditure and length of their stay in the Region.

B.1.1 Advertising

Purpose - To create positive awareness of the Region's attractions, events and hospitality sector primarily in Ontario, the U.S.A. bordering states and the local market.

Tourism's 1988 program was fully implemented. It entailed four types of ads to deliver the Region's message in the local, Ontario and U.S.A. markets and included radio jingles, **For a Greater Vacation Look No Further, The Greater Diversion**, and **Greater Hamilton Greater Tours**. See Supplemental Report B.1.1 for details.

B.1.2 Support Material

Brochures which address target groups have been produced and were distributed on an ongoing basis. They include the lure brochure, "Greater Hamilton, Greater Excitement", Dining and Accommodation Guides, a Group Planners Guide for tour operators, flat maps and a calendar listing Regional events.

B.1.3 Direct Sales Support

1. Tourism Awareness Week

A reception was held on May 16 at the Hamilton Convention Centre for approximately 250 front-line staff employees from hotels, restaurants, attractions, taxi companies, etc. Members of the Tourism Update Committee acted as hosts. Wayne Busch, President of Georgian College, was the speaker for the evening. As a result, many calls were received from front-line staff expressing the hope that the reception will continue on an annual basis. On hand to acknowledge the efforts of the front-line staff were Chairman William Sears and Councillor Don Ross.

2. Long Distance Telephone Promotion

This promotion took place May 20 in Jackson Square as a joint effort between the Visitor and Convention Services and Jackson Square management. Local citizens were able to call anywhere in North America, free of charge, providing they gave the message that "Things are Great in Greater Hamilton" and invited the other party to visit the Region. Good publicity was achieved from this promotion.

3. Toll-Free Number

Lines were put in place to receive calls from Ontario and border states between 9:00 a.m. to 8:00 p.m. daily from May to October. Our records show that approximately 1,200 calls were received from Ontario and New York State.

4. CB Radio Promotion

This promotion has been postponed but it is our hope to have this type of promotion at a later date.

5. Tourist Information Centres

Four tourist information centres located downtown, at the Royal Botanical Gardens, the African Lion Safari and Confederation Park were in operation from June 14th through to September 5th. The downtown centre remains open year-round to provide information for tourists, convention delegates and local citizens. The Department also staffed a tourist information desk at Hamilton Airport throughout the summer months. See Supplemental Report B.1.2 for details.

6. Hospitality Training

Ten student counsellors were hired by the Department and appropriately trained to staff tourist information centres and perform other duties as needed, (three counsellors - Federal SEED program (partially subsidized), one counsellor - Festival Country (fully subsidized) and six counsellors hired and paid by the Region).

7. Brochure Distribution

The tourism lure brochure was distributed to selected automobile clubs in Ontario, New York and Michigan, as well as at provincially run tourist information centres. Brochures were also distributed in Western New York State and the Chatham-Windsor area by a brochure distributing company.

8. Familiarization Tours

Eleven familiarization tours were conducted in 1988 to showcase Greater Hamilton to tour groups and travel writers. The local hospitality industry co-operate in these ventures by providing services. Familiarization tours for the British travel trade resulted in a dramatic increase in tourists from the U.K. this year. See Supplemental Report B.1.3 for details.

9. Marketplaces/ Trade Shows

Staff attended 20 trade shows during 1988. Response at the marketplaces held in 1988 were excellent, resulting in motorcoach traffic visiting the Region in increasing numbers. See Supplemental Report B.1.4 and B.1.5 for details.

10. Lady Hamilton Club Volunteers

The Department continued to draw on the support of the Lady Hamilton Club to assist servicing visitors at tourist information centres, special events and conventions. Without their help, the Department could not have achieved the level of service required for the many thousands of visitors to the Region.

11. Newsletter

That portion of the Economic Development Department's "Skyline" newsletter containing Tourism and Conventions news was also published as a separate newsletter. More editorial space, listing of upcoming conventions and special events were featured in this newsletter and distributed to the local hospitality industry, provincial and federal tourism agencies, and motorcoach and tour operators. Circulation is approximately 5,000 each quarterly issue.

12. Tourism Statistics

A tourist is defined as one who travels 25 miles or more from his/her home to visit an attraction, special event, restaurant, accommodation, etc.

Based on records of tourists visiting our tourist information centres and in addition to information gathered from the attractions, special events, accommodations, restaurants, etc., it can be estimated that approximately 1.2 million tourists visited the Region, generating over \$100 million into the community.

B.2 CONVENTIONS PROMOTION

The objective is to attract a larger share of the total convention and meetings market in Canada and Internationally and give good quality service to confirmed conventions resulting in rebooking.

B.2.1 Advertising

Purpose - To attract a larger share of the convention and meeting market in Canada and the U.S.A.

Ads featured included **Be A Convention Ambassador** (Local Media) and **Greater Hamilton Greater Conventions** (National, Provincial, and International Media). See Supplemental Report B.2.1 for details.

B.2.2 Direct Sales Support

1. *Convention Ambassador Awards Reception*

In its second year the Annual Convention Ambassador Awards Reception was held to acknowledge local citizens who were instrumental in convincing their Association to bring a future convention to Greater Hamilton. Certificates were awarded to 92 local citizens in recognition of their outstanding contribution to the hospitality industry. This event is made possible through the co-operation of the three downtown hotels, HECFI, the City of Hamilton, Hamilton & District Chamber of Commerce and our Department. The reception proved to be a tremendously effective gesture in encouraging local citizens to become involved in promoting Greater Hamilton as a convention destination.

2. *General Publications*

A variety of brochures were utilized during the year, greatly augmenting our marketing efforts.

The "Attitude" Convention Kits were used for bidding purposes and as an information package mailed out to interested prospects.

The "Greater Excitement" lure brochure and the Dining and Accommodation Guides were included in the Convention information kits and used to a great extent for convention building purposes.

Two thousand "Be A Convention Ambassador" brochures were used in mailings and in promotional work by this department, the downtown hotels and the Hamilton & District Chamber of Commerce.

Staff received many responses regarding printed materials, particularly to the "Be A Convention Ambassador" brochures. Prompted by these brochures, many local Association members have contacted the Department to ask for assistance in bringing their convention to Greater Hamilton.

The "Attitude" Convention Package won the 1988 Literature Awards Competition in the Convention Lure Brochure Category at the 1988 Annual Convention of the Ontario Convention and Visitors Association).

3. Data Bank

In 1988 the enormous task of inputting paper files of Provincial, National and International Associations into a computer was undertaken. Each file was updated and qualified as bonafide leads that could hold their convention in Greater Hamilton. At year's end approximately 950 qualified association profiles were included in the data bank. Computerized listing has enabled staff to work efficiently and effectively in soliciting convention business. Also, local hotel and convention properties enthusiastically accepted and taken advantage of the new system.

4. Newsletter

That portion of the Economic Development Department's "Skyline" newsletter containing Tourism and Conventions news was published as a separate newsletter. More editorial space, listing of upcoming conventions and special events were featured in this newsletter and distributed to the local hospitality industry, provincial and federal tourism agencies, and motorcoach and tour operators. Circulation is approximately 5,000 each quarterly issue.

5. Promotional Showcases

a. Ottawa "Sales Blitz"

In March, staff conducted a two day "sales blitz" of Ottawa based associations. This intense sales call promotion allowed us to selectively contact primarily national associations - an important market segment which we are actively pursuing. Many leads were established at this time and have since been followed up. We will continue to pursue these qualified leads and anticipate some convention business from them.

b. Ottawa/Toronto Promotion

A promotion involving Association Executives from both Ottawa and Toronto was held in Greater Hamilton, April 13, 1988. Eight association executives from Ottawa and seven from Toronto participated in a day long site inspection. Included in the day's events were; a tour of the three downtown hotels - the Holiday Inn, the Royal Connaught and the Sheraton, a tour of the Royal Botanical Gardens, dinner at the Hamilton Convention Centre and a concert at Copps Coliseum. This day long promotion was a great success due largely to the co-operation of all properties involved. Properties have booked business as a result of this promotion and anticipate additional business.

c. Canadian Society of Association Executives (CSAE)

On August 14th Greater Hamilton hosted a Breakfast Promotion at the CN Tower to kick off the CSAE/ASAE annual convention. Qualified association executives were invited to "join us at the top" for breakfast and to meet members of our hospitality industry. The list of participants representing Greater Hamilton included: representatives from the Royal Connaught, the Holiday Inn, the Sheraton, HECFI, the Regional Tourism Advisory Board, Regional Council and our department. Overall responses we received from this promotion were very positive.

6. *Convention Bidding*

Bids submitted in 1988	42
Successful Bids	27
Unsuccessful Bids	3
Outstanding Bids at year end	12
Secured from previous bids	4
Total bids awarded in 1988	31

Although there have been many bids placed by properties within the Region that the Visitor and Convention Services have assisted in preparing, the above bids are those initiated and completed by our department.

7. *Convention Servicing*

In 1988, Convention Services assisted 156 Associations holding their convention in the Region, bringing in approximately 60,000 delegates. It was estimated that 160,000 visitors attended special conferences.

Housing registration was provided to two conferences in 1988:

1. Occupational Health Nurses Conference, October 1988 - 600 Delegates
2. Society of Ontario Veterinarians, January 1989 - even though the conference will be held in January 1989, housing registration forms were processed beginning in August 1988 and will continue until January 1989.

Airport Welcoming Assistance was provided to three convention groups:

1. Scotdance Canada
2. Ukrainian Orthodox Millenium
3. 6th Canadian Square and Round Dance Convention

Shuttle bus and/or bus passes were arranged for many associations which held their convention in the Region. See Supplemental Report B.2.2 for details.

Conventions were assisted with partner's tours program, theme nights, grant application requests, day care facilities for delegate families, visitor information, registration, etc.

8. Convention Attendance Building

Association Executives found that increased efforts to promote the site of future conventions dramatically increases attendance at those conventions. Recognizing this, "Convention Building" became a very important and attractive incentive offered to selected associations with the Department's bid.

Staff attended nine conventions scheduled to come to the Region in 1989 to promote the Region and thereby increase delegate attendance. See Supplemental Report B.2.3 for details.

Many Associations were assisted with promotional material, brochures, weepils, pins and displays for the purpose of Attendance Building. See Supplemental Report B.2.4 for details.

9. Site Inspections

Twenty-eight site inspections of our Region's convention facilities, hotels, and area attractions were carried out during the year. Association executives and meeting planners met with representatives of our department and our hospitality industry and sampled first-hand what Greater Hamilton has to offer their convention. See Supplemental Report B.2.5 for details.

10. Professional Development

During the year staff members attended the 1988 Education Seminars of the International Association of Convention and Visitors Bureaus. Completion of the intensive Convention Marketing and Servicing program gave staff the necessary credits towards certification and provided them with an invaluable opportunity to network with colleagues with similar job responsibilities.

B.2.3 Marketplaces

Staff participated in six major Marketplaces. Responses from potential clients were excellent, resulting in many inquiries about Greater Hamilton Convention facilities. Many leads, developed at these marketplaces and subsequently followed up, resulted in booked conventions. Marketplaces continue to play a critical role in marketing the Region as an attractive convention destination. See B.2.6 for details.

B.2.4 1988 Convention
Statistics

Indicators	1987	1988
No. of Conventions	141	156*
No. of Delegates	76,780	60,000**
No. of Spectators		160,000
\$ generated in Community	\$136,380,000	\$127,050,000

* These numbers do not represent all convention activity in Greater Hamilton - only those conventions serviced by or reported to this department are recorded in these statistics.

**Although the number of conventions increased in 1988, overall delegate attendance was down due to the nature of these conferences. However, some of these conventions attracted large number of spectators (day visitors) i.e. the Billy Graham Crusade, the Ukrainian Millenium, the Watchtower Society, etc., which contributed significantly to the local economy.

B.3 SPECIAL EVENTS

The objectives are to create and attract new and exciting sporting or cultural events to the Region, and to provide promotional and technical assistance to existing events.

B.3.1 1988 Special Events

1. *Tour of Canada*, now known as the "*Scattolon International Cycling Race*," made its successful debut in Hamilton on May 29, 1988. A hundred athletes from around the world, including the top five cyclists, competed for a total purse of \$75,000. The race complemented the professional cycling race circuit (coming just before the Tour de France) while filling a need in the Region for a major special event at this time of year. The race occurred between Victoria Day celebrations and The Air Show. The Scattolon International, now touted as the richest and most prestigious Cycling Race in Canada, attracted 30,000 spectators. Staff was instrumental in bringing the race to the Region and assisting organizers. The race promises to be a permanent fixture in the list of Special Events the Region hosts each year. The Region scheduled an evaluation meeting with the race organizers and civic and regional department heads to ensure a bigger and better race next year.

2. *Canadian Auto Slalom (July 23-25, 1988)*, now known as the *Hamilton Invitational Auto Slalom Event*, was a new venture, which had tremendous crowd appeal and served to enhance the image of this relatively new sport. The event was family-oriented and had many attractions, such as a car show, celebrity slalom, and food concessions, to give it a festive flavour. After original event organizers gave up rights to the event, Firestone, the major sponsor, took it over at the 11th hour. The site (York Blvd. between Queen and Bay) in downtown Hamilton was approved by Council on April 19th, 1988. This exciting, safe sport allowed Lamborghinis and Porsches to execute time trial obstacle courses while allowing for full spectator coverage. It attracted approximately 20,000 spectators.

3. *Winterfest/Mardi Gras; February 1-14, 1988* - For the first time, Mardi Gras and Winterfest shared volunteers, venues, advertising, and promotion to successfully host two events: Western Night and Prince and Princess. Attendance at both Festivals was estimated at 30,000. The Region brought the two groups together with the view that one major Winter Carnival type of event would eventually grow in size and significance to Quebec's Winter Carnival or Ottawa's Winterlude. The Region looks forward to continued co-operative efforts to meet this goal.

4. *World Professional Squash Association Championships.* - The enthusiasm of parties involved in hosting the event in the Region has dwindled. Consequently, plans to introduce the World Professional Squash Association's Championships to the Region in the Fall of '89 are postponed.

5. *Airport Days: June 11-12, 1988* - Tourism staff assisted the Airport Committee in developing a promotion to enhance the awareness of Hamilton Airport and Airlines servicing it. The Committee felt that heightened exposure of the airport as a viable arrival and departure point, its services, its convenient location, and hassle-free parking, check-in counters and baggage claims would ultimately lead to more frequent use by local business people and travellers. The program consisted of two individual events. The first targetted local travel agents to encourage them to book more business clients through the airport. The second event encouraged local citizens to utilize the Hamilton Airport. Both events were well attended (approximately 4,000 total) as travel agents and local citizens enjoyed the tour, briefing and reception at the Hamilton Airport.

6. *Official Opening of the Downtown Tourist Information Centre: June 14, 1988:* - Approximately 110 invited guests attended the opening. The program consisted of a reception, a light lunch buffet, speeches by Chairman William L. Sears, Councillor Don Ross, Mayor Robert Morrow and Mr. Bernard Hanna, a ribbon cutting ceremony and presentation of "Greater Hamilton/Greater Excitement" sweatshirts as a memento of the day. The event concluded with the Inaugural Tour of the Region's attractions, courtesy of Canada Coach Lines Fun-Trek Tours. The establishment of a permanent information centre put the Region on par with other major Canadian Tourist Destinations that have Tourist Information Centres in their downtown core. It was announced that the facility will be staffed by qualified, trained students during the peak tourist months and by the Lady Hamilton Club during the off season under the guidance of the Tourism and Convention Services Section.

7. *Festitalia* - The Region consulted with event organizers to encourage them to condense the existing program into an identifiable time frame to draw more tourists to events over a shorter period. Tourists will also experience the entire festival rather than parts of it, depending on the time of their visit. Festitalia is the only Italian arts and culture festival of this calibre in Canada and with appropriate marketing will become known nationally. An exchange was set up by the Region between the organizers of Festitalia and Milwaukee's Festa Italiana, one of the top 100 festivals in North America. Many ideas for efficiencies, such as the contracting of touring Italo-American entertainers and new ideas for programing, sponsorships and attracting various groups, were exchanged.

In 1988, staff assisted Festitalia organizers to obtain a federal grant, and worked on a fundraiser, a Wintario program and Moda Musica, a special

fashion show featuring Italian designers. The Region will continue its effort next year.

8. *Boris Brott Summer Music Festival (July 19-30)* - The Boris Brott Summer Music Festival held was a success from every aspect. The festival organizers received a Regional grant of \$21,900 as seed money. The surplus was returned to the finance committee in October. The well received program attracted approximately 35,000 spectators. The event combined uniquely the "arts" in a very different and casual setting. The Festival filled a void during the month of July for a major festival, provided a unique musical experience, enhanced the perception of the arts in the Region and fostered a spontaneous education program in music appreciation.

9. *The Hamilton International Air Show (June 18-19)* - This major annual special event once again attracted and thrilled 100,000 spectators at Hamilton Airport. A highlight on the list of the Region's Special Events, it provided entertainment, hands-on educational experiences and fun for the whole family.

10. *Greater Hamilton Day at the C.N.E. '88* - This event, offered in conjunction with the Ministry of Municipal Affairs, drew attention to the various professional and amateur performers from the Region and highlighted the advantages of doing business, living, working and visiting Greater Hamilton. All municipalities in the Region will be invited to participate in this presentation next year.

B.3.2 Festivals and Fall Fairs

The purpose of the Festivals and Fall Fairs is to provide entertainment for residents, to encourage their involvement in their community and to attract visitors.

There were at least nine major festivals, three fall fairs and six special events. Festivals include "It's Your Day, Festival of Friends, Winona Peach Festival, Dundas Cactus Festival, Festitalia, Winterfest/Mardi Gras, Oktoberfest and Cari- Can Festival and the Boris Brott Summer Music Festival".

Fall Fairs took place in Ancaster, Binbrook and Rockton.

While Festivals and Fall Fairs fall into the category of Events, some unique events are listed individually as Special Events, including the Drum Corps International, Hamilton International Air Show, Canadian Auto Slalom, Confederation Cup, Billy Graham Crusade and Scattolon International Cycling Race.

Event organizers reported that 1988 was a very successful year. Attendance records were broken at established major special events, festivals and fairs. Events which were held for the first time reported that attendance figures surpassed expectations. Another indication of the popularity and success of the Region's special events was the significant increase of motorcoach tours to the area over the year (approximately 20%). The increase is attributed to a rise in number of Special Events hosted in the Region and increased marketing and promotion efforts.

B.3.3 Special Events Groups

The following groups have benefited from at least one of the following services; a) special events consulting, b) funds for promotion, c) promotion/or advertising and d) organizational assistance.

Hamilton Steelhawks	Hamilton Steelers Soccer Club
Hamilton Redbirds	Hamilton Tiger Cat Football Club
Festitalia	Mardi Gras
Boris Brott Summer Music Festival	Country Music Bandwagon
International Live Chess Tournament	Dundurn Festival
The Expansion of the Festival of Friends	Promotion for the Lancaster Bomber
Miss Hamilton Pageant	Ontario Summer Games
Downtown Promenade B.I.A.	Festival of Friends
Drum Corps International	YWCA - Centennial Kick-Off Events
Cari-Can Festival	The Canadian Football Hall of Fame
The Scattolon International Cycling Race	The Mum Show
The Mum Display at the C.N.E.	It's Your Festival
The Niagara Classic Cycling Race	Geritol Follies
St. Joseph's Hospital -Building Foundation	Civic Hospitals - Building Foundation
Steel City Oktoberfest	The Greater Hamilton International Air Show
Chedoke McMaster Hospitals - Building Foundation	

B.3.4 Promotion of Events '88

A function of staff is to inform residents and potential visitors of as many events as possible taking place within the Region. This was accomplished in a variety of ways including:

1. Distributing information provided by event organizers through the Regionally and Provincially operated Tourist Information Centres as well as various high traffic centres (i.e. auto clubs, hotels, etc.).
2. Production of an Annual Calendar of Events in addition to several publications issued by the Department.
3. Production of Monthly Calendar of Events Ads and flyers, June/July/August/September.
4. Recording a weekly list of events/taped phone message called "The Good News Line".
5. Placement of ads in local, regional and bordering U.S. newspapers.

6. Feature articles and Calendar of Events in a quarterly newsletter - "Skyline".
7. Direct Mail
8. Assisted in preparing public service announcements.
9. Radio Advertising
10. Attendance at marketplaces and tradeshow.

B.3.5 Tourism Advisory Board

The Tourism Advisory Board was established by Regional Council in 1987. Citizens and elected officials were appointed to serve on the Board for the period ending December 1988, coinciding with the termination of the outgoing Regional Council. The service of the following board members was appreciated:

Barry Massey
Kathy Drewitt
Barbara Vance
Rudy Prins
Don Dailley Sr.
Brian Laing
Joan Bell
Don Dailley Jr.
Peter Emmorey

John Fuller
James White
Councillor Domenic Agostino
Susan Malcolm
Brad Burrough
Councillor Don Ross
Brian Conacher
Councillor Brian Hinkley

C.

ADMINISTRATION

The mission is to provide appropriate support staff, staff training and equipment to facilitate a well organized and efficient operation of Tourism and Conventions Services and Business Development.

C.1. STAFF POSITIONS

An International Marketing Officer was added to Departmental staff complement. This Officer's position was formalized due to an increased emphasis in attracting investment and employment opportunities from international markets.

C.2. OPERATING BUDGET

The projected net expenditures for the 1988 Economic Development Current Budget totalled \$2,172,000. Programs kept very close to their allocated budgets as outlined in the 1988 Marketing Plan.

Slight increases in gross expenditures and revenues over the budget estimate was mainly due to the cost of producing the Business Directory at \$14,000 which was not anticipated. The revenue increase was due to an additional \$10,000 grant received from the Ministry of Tourism and Recreation. A favourable variance of \$2,000 was calculated in Economic Development Programs at December 31, 1988.

Including the Wentworth Heritage Village, a \$3,000 surplus was recorded at the end of the year for the overall Department. The management of Wentworth Heritage Village was transferred to the Hamilton Region Conservation Authority effective July 1, 1988.

The Historical Advisory Board was disbanded and heritage preservation became the responsibility of the local municipality as recommended by the Historical Advisory Board.

C.3. OFFICE EQUIPMENT

In February, 1988, the Department purchased an AST IBM-AT compatible personal computer and printer to handle desk-top publishing and convention information.

Desk-top publishing enables the Department to design and typeset in-house business proposals, forms and newsletters, with lower costs and greater flexibility. Present Departmental uses include Bank Proposals, draft invitations, bulletins, news releases and Mid-year and Annual Reports.

The development of a Convention database System was completed in November and is now being utilized. The data, currently holding approximately 1,000 convention records, provides information containing location, size and dates of future conventions, will enable the Department to prepare more effectively for upcoming convention bids.

A portable V.H.S. player was purchased to enable staff to show the recently updated Business Development video to clients and Tourism and Convention Services video at various marketplaces and convention bids. It will also be used to train summer tourist guides and counsellors.

C.4. EDUCATIONAL SEMINARS

Staff attended Desktop Publishing courses, a newsletter seminar, and a Statistics Canada course on use of Census material.

Regional in-house seminars attended included Presentation Skills, Effective Meeting Management, Stress and Time Management, Interviewing Skills and various Personal Computer User Group presentations.

Other activities include the study of French, microcomputer applications, organizational behaviour, and effective speaking.

C.5. PROFESSIONAL DEVELOPMENT

A staff member attended the Economic Development Year I program, another attended Year II of the Course and a third attended an Economic Trends Seminar at the University of Waterloo. This program, which leads to a Certificate in Economic Development, is designed to provide information and skills utilized in the daily function of the Economic Development Department.

One staff member has completed the required qualifications to attain accreditation as a Certified Economic Development practitioner.

Staff participated in the Ontario Industrial Development Council/Ministry of Industry, Trade and Technology annual meeting in Toronto as well as OI DC meetings in Woodstock, Niagara-On-The-Lake and Georgina.

Two Tourism and Conventions Services staff members attended the Canadian Association of Conventions and Visitors Association 1988 Education Seminar in Cincinnati, Ohio. Areas of development included marketing and convention services. Certifications are eligible in both of the above-mentioned programs.

D**SUPPLEMENTAL REPORT****A. BUSINESS DEVELOPMENT**

1. NEW BUSINESS LOCATIONS TO REGION	Company Name or Service	Product	Jobs
	Arc-Way Welding Ltd.	Steel Fabrication	16
	Bathtub King Ltd.	Glazing	5
	Boxed Meat Revolution Ltd.	Prepackaged Foods	30
	Breakaway Travel	Travel	4
	Canadian Association of Speech Language Pathologists & Audiologists	Speech/hearing rehabilitation	5
	Canadian Centre for Vocational Evaluation & Rehabilitation Services	Rehabilitation	4
	Cantex Vehicle Services Inc.	Lubrication Shop	12
	CTK Inc.	Railcar restoration	15
	Domino's Pizza (2)	Restaurant	15
	Elite Operations Canada Ltd.	Security Services	30
	Enrack Systems Inc.	Steel Shelving	30
	Epping Realty Ltd.	Storage	3
	Flamborough Tools Ltd.	Machine Shop	5
	Gain Mobile Electronics Ltd.	Electronics	10
	Hamilton Bus. & Trade Centre	Business Premises	3
	Hamilton Mountain Rust Check Centre	Rust Proofing	6
	Harbottle Construction Ltd.	Greenhouses	8
	Image Promotions Ltd.	Printing	3
	It's All Greek To Me	Restaurant	5
	Jover Steel Supply	Steel Centre	3
	Ladde Textiles Inc.	Textiles	45
	Laff's Restaurant Ltd.	Restaurant	9
	Mario's Catering	Banquet Hall	50
	Marshall Arts Academy	Martial Arts	10
	McConnel & Company Ltd.	Financial Planning	8
	Mountain Action Graphics	Printing	4
	Niagara Mould Ltd.	Mould and Dies	4
	Northshore Inc.	Mail Order House	4
	Pan Am Airlines	Airlines	7
	Raymond & Associates	Hair Salon	6
	San Remo	Restaurant	4
	Silk Petals Ltd.	Silk Flowers	2
	St. Hubert Chicken	Restaurant	90
	Stanley Cooper Holdings Inc.	Executive Offices	4
	Superb Presentations Ltd.	Tupperware Distributors	7
	Tempo Golf Ltd.	Golf Equipment	4
	That's Entertainment Ltd.	Audio/video	4
	Thor Ceramics Ltd.	Ceramic Components	150
	Tridon	AutoParts	50
	T.S.W. Machine Ltd.	Machine Shop	4
	Weld-Tech Products Inc.	Welding Supplies	4
	Weston Bakeries	Food Distribution	60
	Young Drivers of Canada	Driver Education	8
	TOTAL (43)		745

2. EXPANDED/
RELOCATED/
RETAINED
BUSINESS

Company Name or Service	Product	Jobs
Allan Candy Ltd.	Chocolates	350
Alumabrite Anodizing Inc.	Appliance Trim	5
Baffi Corporation Ltd	Women's clothing	6
Bari Kitchen Cabinet	Cabinets	4
Balloonman of Canada	Balloons	*50
Bank of Montreal	Banking Services	10
Bank of Nova Scotia	Banking Services	3
Bomber Manufacturing	Clothing	10
Canada Trust	Financial Services	45
Canadian Bird Ltd.	Poultry processing	5
Carmen's Banquet Centre Ltd.	Banquet Facilities	90
Casper's Stereo Products Ltd.	Stereo Components	4
Colangelo & Esposto	Chartered Accountants	5
Crescent Cabinet Co. Ltd.	Cabinet Manufacturer	5
Demerling Electric Ltd.	Electrical Supplies	4
E & J Machining Ltd.	Machine Shop	*20
Fonte Ornamental	Ornamental iron	3
Fortino's Supermarkets Ltd.	Baked Goods	60
Goeman's Appliances	Appliance Retailer	7
Giovanni's Deli Ltd.	Wholesale Foods	5
Gourmazing Cookies Ltd	Gourmet Cookies	7
Hamilton Baking Co.	Baked Goods	100
Hamilton Paper Box Ltd.	Paper Boxes	10
Hamilton-Wentworth Credit Union	Financial Services	10
Interlux Office Automation	Office Computers	3
Kover Machine Shops	Machine Shops	7
Lady Muffin Ceramics Ltd.	Ceramic Products	4
Leyson's Chemical Products	Chemical Solvents	5
Liddle's Automotive	RV Dealership	5
London Life Insurance Co.	Insurance Services	10
National Bank of Canada	Banking Services	5
Metro Hamilton Realty Inc.	Real Estate	8
Miski Building Products Ltd.	Building Products	14
M&M Products	Bathroom Fixtures	*4
Mountain City News	Publication/Distribution	40
M J P Millworks	Cabinet maker	10
Paling Inc.	Steel Transporter	30
Qualico Foods	Meat Products	25
Ramcor Ltd.	Aluminium, Windows, Doors	150
Rayma Bakery Ltd.	Baked Goods	12
Rentway Trucks Ltd.	Automotive Rentals	10
Ross & McBride	Legal	3
Royal Bank of Canada	Banking Services	20
State Realty Ltd.	Realty Services	7
Stelco Steel	Head Office	50
The Flooring Warehouse Ltd.	Flooring Products	10
Top Cat Appliances	Appliance Retailer	2
Welsh Industrial Mftg Ltd.	Machine Shop	10
Zarky's Prepared Foods	Frozen food	5
TOTAL (49)		1,267
*Retained Businesses		

3. BRANCH PLANTS REPORT

Company	Parent	Origin
Amstel	Amstel Int'l BV	Netherlands
Auto Pallets-Boxes, Ont.Ltd.	Auto Pallets Boxes Inc.	Michigan
Ball Packaging	Ball Corp	Indiana
Balloonman of Canada	Pioneer Int.	Kansas
Baycoat Ltd.	Dofasco/Stelco	Hamilton
Boston Insulated Wire	Boston Insulated Wire	Mass.
Buffalo Brake Beam Co.	Buffalo Brake Beam	New York
C.I.L. Inc. (Chipman)	Imperial Chemical Ind. PCI	U.K.
Canada Cannery Ltd.	Del Monte Corp.	California
Canada Ferro Hot Metal Specialties Ltd.	Oglebay-Norton	Ohio
Canada Liquid Air Ltd.	L'Air Liquide	France
Columbian Chemicals Canada Ltd.	Columbian Int'l	Oklahoma
John Crane Canada Inc.	John Crane, Houdalle Inc.	Illinois
Dennison Man. Canada Inc.	Dennison Man. Co.	Mass.
Diamond Shamrock Canada Ltd.	Diamond Shamrock Corp	Texas
Dixon Canada Inc.	Dixon Automatic Tools Inc.	Illinois
Emmart Canada Ltd. (True Temper)	Ehmhart Corp.	Connecticut
Eureka Tool Steel Welding	Welding Equip. & Supply	Michigan
Ford Smith Machine Co. Ltd.	Walker Magnets Group Ltd.	Mass.
Gencab of Canada Ltd.	General Cable Co.	New Jersey
Great Northern Apparel Inc.	Levi Strauss & Co.	California
Greening Donald Co. Ltd.	Thyssen & Company	W. Germany
Greif Containers Inc.	Grief Bros. Corp.	Ohio
Hayes Dana Inc.	Dana Corp.	Ohio
Hess Concrete Stone Mach.	Hess Maschinenfabrik	W. Germany
IRD Mechanalysis Ltd.	Dosson Part Industries	Penn
Klockner-Moeller Ltd.	Klockner-Moeller GMBH	W. Germany
Kone Inc.d	Kone OY.	Finland
M&T Chemicals Ltd.	M&T Chemicals Inc.	New Jersey
Metal Textile of Canada	Reckett & Colman	U.K.
Mill Paper Fibres Ltd.	Mill Paper Fibres Ltd.	U.S.A.
Multifoods Inc. (Sherwood Farms)	Int'l Multifoods Inc.	Minnesota
Munck Cranes Inc.	Munck Int'l A/S	Norway
Nabisco Brands Ltd. (Lowney)	R.V. Reynolds Industries	N. Carolina
Norton Canada Inc.	Norton Co.	Mass.
Otis Canada Inc.	Otis Elevator Inc.	Connecticut
Porritts & Spencer Canada Ltd.	Scapa Porritts Ltd.	U.K.
Rheem Canada Ltd.	Rheem U.S. Holdings	New York
H.H. Robertson Inc.	H.H. Robertson Co.	Penn.
Slater Steels Corp.	British Steel Corp.	U.K.
Stanley Canada Inc.	The Stanley Works	Connecticut
Staton Pipes Ltd.	British Steel Corp.	U.K.
Steetley Industries Ltd.	Steetley PLC	U.K.
Sterling Power Systems	A.O. Smith Corp.	Wisconsin
Thor Ceramics Ltd.	Thor	Scotland
TRW Canada Ltd. (Carr Div.)	TRW Inc.	Ohio
Triten Corp. Canada Ltd.	Triten Corp.	Texas

Union Drawn Steel Co.	LTV Corp.	Texas
Vina Flex Canada Ltd.	Chamberlain Phipps Ltd.	U.K.
Wabco Ltd.	American Standard Inc.	New York
Jervis B. Webb Co. of Canada	Jervis B. Webb	Michigan
Westinghouse Canada	Westinghouse Electric Corp.	Penn.
Wilson-Fiberfil Inc.	Akzo BV	Netherlands

4. ECONOMIC INDICATORS

Regional Population Growth 1979-1988

TABLE 1

Municipality	1979	1980	1982	1985	1988
Hamilton	306,538	306,640	308,102	307,690	307,160
Ancaster	14,107	14,294	14,733	16,542	19,728
Dundas	19,266	19,501	9,699	20,081	20,640
Stoney Creek	33,896	35,639	37,481	41,964	43,329
Flamborough	24,017	24,234	24,575	25,541	27,116
Glanbrook	9,934	9,737	9,585	9,446	9,493
Greater Hamilton	407,758	410,045	414,175	421,264	429,466
Annual Change	272	2,287	2,065	2,363	2,734
Avg. Annual % Change	.07%	.56%	.50%	.57%	.65%

Source: Ministry of Revenue, Assessment Services Division and Hamilton-Wentworth Planning and Development Department

Labour Force Summary 1984-1988

TABLE 2

Indicator	1984	1985	1986	1987	1988
Population 15 Yrs. Plus	434,000	441,000	445,000	451,000	458,000
Active Labour Force	289,000	287,000	302,000	315,000	322,000
Employed	261,000	262,000	281,000	295,000	303,000
Unemployed	28,000	25,000	21,000	20,000	18,000
Not in Labour Force	145,000	154,000	143,000	136,000	136,000
Participation Rate	66.7%	65.1%	67.8%	69.8%	70.3%
Unemployment Rate Av.	9.8%	8.7%	6.9%	6.3%	5.8%

Source: Statistics Canada

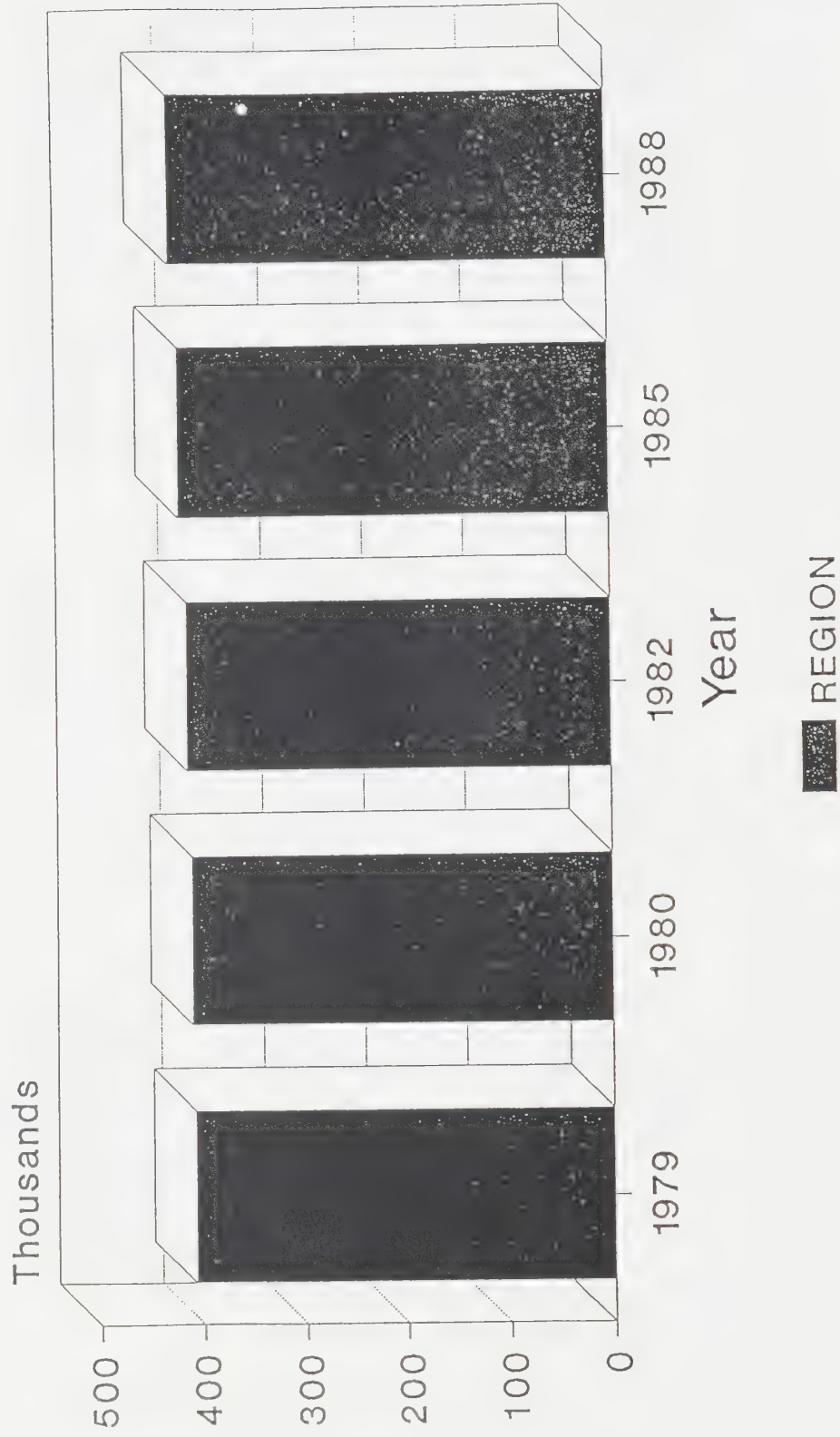
Building Permits By Sector

TABLE 3

Indication	1984	1985	1986	1987	1988
Industrial	25,981,659	113,351,600	182,194,554	83,507,207	1,41,380,073
Commercial	47,892,363	28,569,300	53,980,418	87,180,260	59,520,391
Residential	121,373,560	168,438,900	212,201,464	309,013,253	330,436,171
Institutional	26,264,883	29,271,300	97,583,078	43,035,325	57,785,616
Total Value	221,512,465	339,631,100	545,959,514	522,736,044	489,122,251

Source: Area Municipality Building Departments, 1988

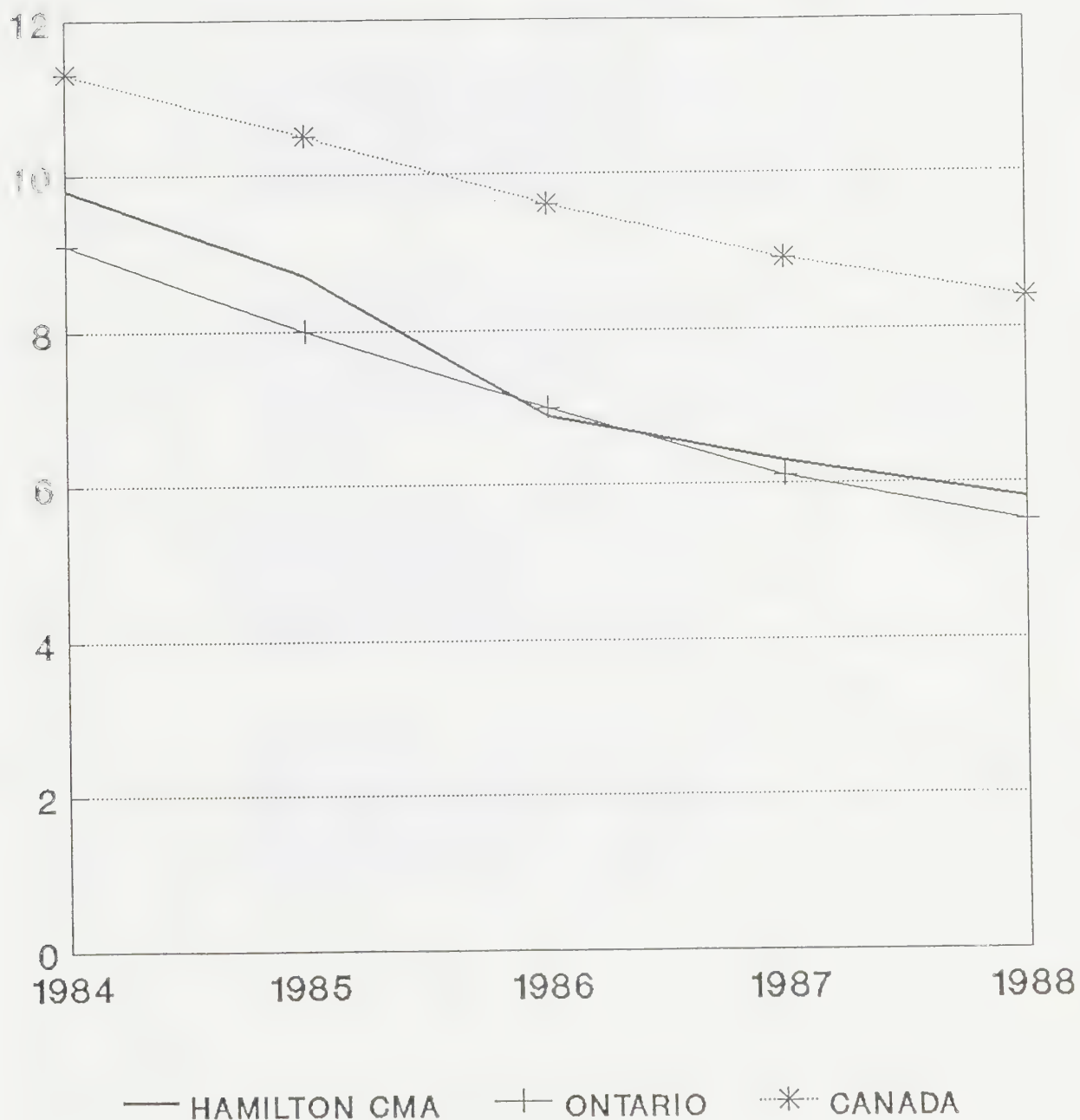
GRAPH 1
REGIONAL POPULATION GROWTH
1984-1988



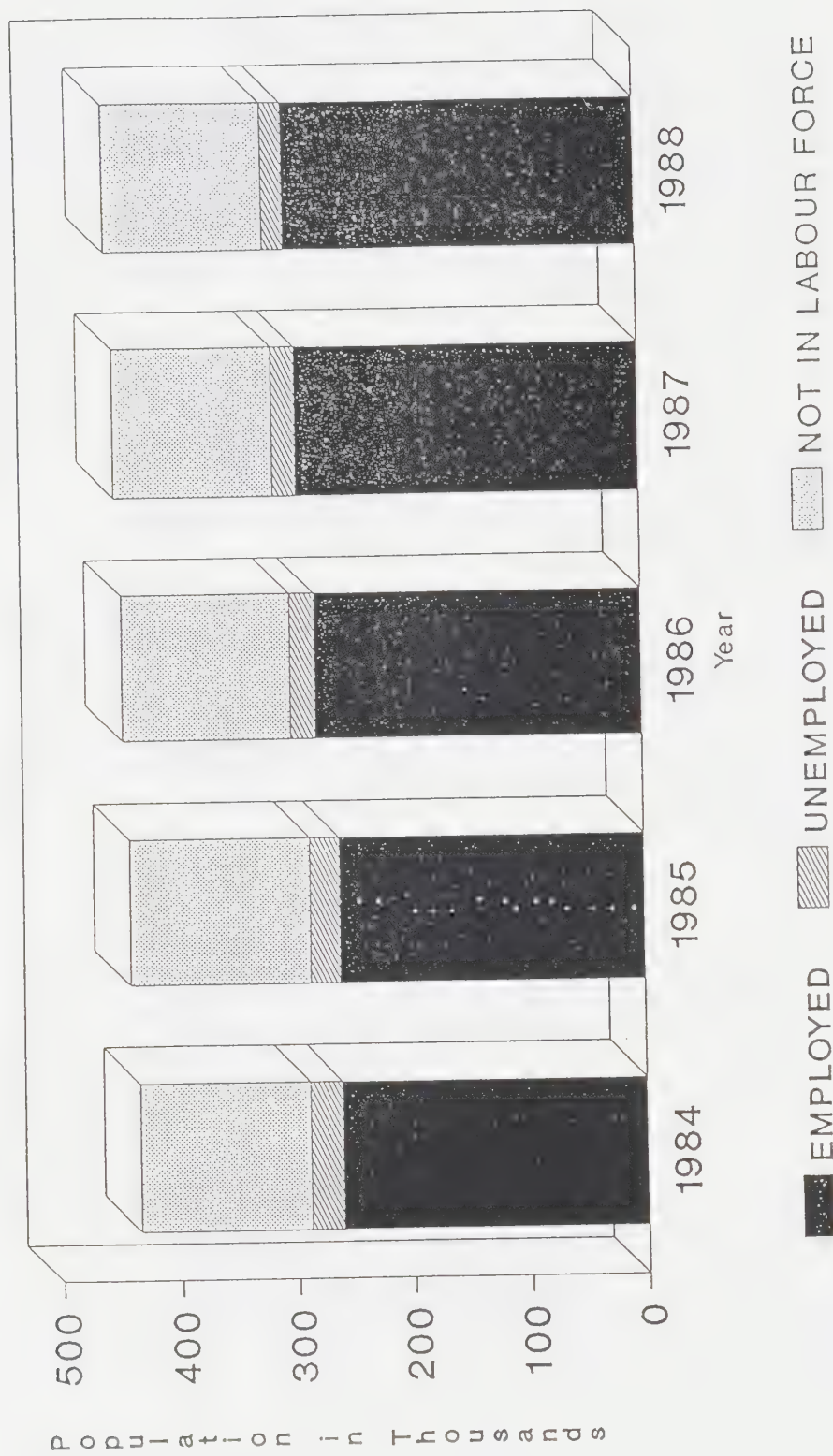
GRAPH 2

UNEMPLOYMENT RATE

HAMILTON CMA, ONTARIO, CANADA



GRAPH 3
HAMILTON CMA LABOUR FORCE
1984-1988



4. ECONOMIC INDICATORS

TABLE 1

*Regional
Population
Growth
1979-1988*

Municipality	1979	1980	1982	1985	1988
Hamilton	306,538	306,640	308,102	307,690	307,160
Ancaster	14,107	14,294	14,733	16,542	19,728
Dundas	19,266	19,501	9,699	20,081	20,640
Stoney Creek	33,896	35,639	37,481	41,964	43,329
Flamborough	24,017	24,234	24,575	25,541	27,116
Glanbrook	9,934	9,737	9,585	9,446	9,493
Greater Hamilton	407,758	410,045	414,175	421,264	429,466
Annual Change	272	2,287	2,065	2,363	2,734
Avg. Annual % Change	.07%	.56%	.50%	.57%	.65%

Source: Ministry of Revenue, Assessment Services Division and
Hamilton-Wentworth Planning and Development Department

TABLE 2

*Labour Force
Summary
1984-1988*

Indicator	1984	1985	1986	1987	1988
Population 15 Yrs. Plus	434,000	441,000	445,000	451,000	458,000
Active Labour Force	289,000	287,000	302,000	315,000	322,000
Employed	261,000	262,000	281,000	295,000	303,000
Unemployed	28,000	25,000	21,000	20,000	18,000
Not in Labour Force	145,000	154,000	143,000	136,000	136,000
Participation Rate	66.7%	65.1%	67.8%	69.8%	70.3%
Unemployment Rate Av.	9.8%	8.7%	6.9%	6.3%	5.8%

Source: Statistics Canada

TABLE 3

*Building Permits
By Sector*

Indication	1984	1985	1986	1987	1988
Industrial	25,981,659	113,351,600	182,194,554	83,507,207	41,380,073
Commercial	47,892,363	28,569,300	53,980,418	87,180,260	59,520,391
Residential	121,373,560	168,438,900	212,201,464	309,013,253	330,436,171
Institutional	26,264,883	29,271,300	97,583,078	43,035,324	57,785,616
Total Value	221,512,465	339,631,100	545,959,514	522,736,044	489,122,251

Source: Area Municipality Building Departments, 1988

TABLE 4

*Building
Permits By
Municipality
1988*

Place	Industrial	Commerc'l	Institut'l	Resident'l	Total*
Hamilton	24,926,392	46,750,332	43,268,928	139,551,635	254,497,287
Stoney Creek	11,543,000	6,596,000	697,000	74,903,174	93,739,174
Flamborough	1,553,296	3,622,500	4,938,988	43,011,669	53,126,453
Dundas	15,000	641,547	4,673,200	21,924,612	27,254,359
Ancaster	1,991,885	1,503,012	4,207,500	45,213,586	52,915,983
Glanbrook	1,350,500	407,000	0	5,831,495	7,588,995
REGION	41,380,073	59,520,391	57,785,616	330,436,171	489,122,251

Source: Area Municipality Building Departments, 1988.

TABLE 5

*Municipal
Industrial
Park Sales, 1988*

Area	Transaction	Acres	Value	\$Avg/Acr
Ancaster	15	17.19	1,064,890	61,948
Rymal Estates #1	8	12.79	1,003,250	78,4440
Stone Church	9	7.89	455,865	53,208
Hamilton Mountain #2	1	1.21	72600	60,000
TOTAL	33	39.08	2,596,605	66,443

Source: Economic Development Department reports and City of Hamilton Real Estate Department, 1988.

TABLE 6

*Publicly-Owned
Industrial Land
Sales - 1988*

Indicators	1984	1985	1986	1987	1988
Transactions (Total No.)	3	13	28	76	33
Acres Sold Total	2.45	14.14	37.60	112.250	39.08
Value of Sales (\$000)	157.50	780.70	2,248.50	5,723.30	2,596.61
Av. cost/acre (\$000)	64.30	55.20	61.1	50.99	66,443

Source: Economic Development Department reports and City of Hamilton Real Estate Department, 1988.

GRAPH 4
BUILDING PERMITS BY SECTOR
1984-1988



*Business
Development
Inquiries*

TABLE 7

INDICATOR	1984	1985	1986	1987	1988	5Year Total
Inquiries	340	301	190	361	458	1,650
Completions	45	29	54	100	92	320

Source: Business Development records and reports, 1986-1988

*Residential
Real Estate
Activity*

TABLE 8

Indicators	1984	1985	1986	1987	1988
Listings (Total)	21,760	20,983	21,950	25,571	26,785
Sales (Total)	8,844	9,109	11,396	11,392	13,810
Volume (\$Millions)	621.3	886.4	1,162.1	1,331.3	1,900.9

Source: Metropolitan Hamilton Real Estate Board Housing Market Reports, and Economic Development reports.

Housing Starts

TABLE 9

Municipality	1984	1985	1986	1987	1988
Ancaster	262	291	433	358	248
Dundas	53	112	64	218	118
Flamborough	177	179	298	203	329
Glanbrook	49	25	27	25	24
Hamilton	912	1,008	1,254	1,896	1,176
Stoney Creek	638	537	522	455	736
Greater Hamilton	2,091	2,152	2,598	3,155	2,631

Source: Canada Mortgage and Housing Corporation, 1988 and Economic Development Department reports.

Bankruptcies

TABLE 10

Type	1984	1985	1986	1987	1988
Business	143	143	77	64	64
Consumer	454	444	359	487	412

Source: Consumer and Corporate Affairs, Ottawa

Regional Welfare Assistance

TABLE 11

Avg./Month	1984	1985	1986	1987	1988
Beneficiaries	14,273	12,555	11,411	11,264	10,348
Caseload	8,717	7,702	6,614	6,009	5,542
Ratio of Persons/Case	1.64	1.63	1.72	1.88	1.88
Beneficiaries as % of Population	3.42	2.98	2.66	2.65	2.41

Source: Hamilton-Wentworth Region Social Services Department, 1984-1988

Bond Rating 1984-1988

TABLE 12

Indicator	1984	1985	1986	1987	1988
Rating	AA+	AA+	AAA-	AAA-	AAA

Source: The Canadian Bond Rating Service

Regional Assessment

TABLE 13

Indicator	1984	1985	1986	1987	1988
Residential	736	744	760	779	802
Commercial	479	488	492	498	505
Total	1,215	1,232	1,229	1,277	1,307
% Commercial	39.4%	39.7%	39.3%	39.0%	38.6%
% Annual Change		1.4	-.2%	3.9%	2.3%

Source: The Regional Municipality of Hamilton-Wentworth Finance Department

B. TOURISM AND CONVENTION SERVICES

B.1 TOURISM

B.1.1 *Tourism Media Plan*

In 1988, the Tourism campaign addressed three main areas:

1. Local
2. U.S.A. and Ontario
3. Travel Trade

Local Market	Media	Details	Dates
	CKOC	252 x 30's	May 16 - Aug 7
	CKLH	252 x 30's	May 16 - Aug 7
	CHML	56 x 30's	May 16 - Aug 7
	CKDS	108 x 30's	May 16 - Aug 7
	CHAM	108 x 30's	May 16 - Aug 7
	Spectator	700 li	May 10
		1000 li (4 col)	May 14
		500 li	May 19
		400 li	May 28
		50 li	May 31
		250 li	June 11
		100 li	June 13
		100 li	June 14
		100 li	June 15
		750 li	June 30
		750 li	July 30
		400 li	Aug 18
		750 li	Aug 30
	Transit Shelters	20 Posters	June
		20 Posters	Aug
	Brabant Visitors Guide	1 page 4 col	Summer
	Visitor Magazine	1 page 4 col	Summer
	Hotel Directories	1 page 4 col	Annual

U.S.A. and Ontario	Media	Details	Dates
	Leisureways	1 page 4 col	June
	Buffalo News	Insert (150,000)	June 12
		200 li	June 19,26, July 24
	Rochester Democrat	Insert (75,000)	June 12
	200 li	June 19,26	
	Syracuse Herald	Insert (75,000)	June 12
		200 li	June 19,26
	Detroit News	200 li	June 19,26
	London, Windsor, Brockville, Cornwall, Chatham, Kingston, Ottawa, Orillia, Pembroke, Peterborough, St. Thomas, Simcoe, Woodstock, Barrie, Owen Sound, Belleville, Sarnia	200 li in each	June 18,25
	TV GUIDE	1 page B & W	June 25
	Canada Journal	1 page B & W	November
Travel Trade	Destinations	1 page 4 col	May, Aug
	Bus Tours Magazine	1 page 4 col	June, Sept
	Ontario Motor Coach Directory	1 page 4 col	Oct

B.1.2 Visitor Profile

From visitor centres at the African Lion Safari, Royal Botanical Gardens, Confederation Park and Downtown Hamilton.

Origin of Visitors	June	July (2 1/2 wks only)	August	Totals
New York	186	627	770	1,583
Michigan	93	306	368	767
Ontario	1,295	2,737	2,583	6,615
Ohio	86	159	265	510
Quebec	12	225	410	647
England	82	302	392	776
Others	912	2,387	3,680	6,979
TOTALS	2,666	6,743	8,468	17,877

B.1.3 Familiarization
Tours

1. *Ontario Attractions Post-Convention Fam Tour, February 12, 1988
(Tour Operators)*

Sponsored by Ontario Tourism & Recreation - we were included in Toronto/Hamilton/Niagara Falls fam tour for 35 tour operators from across North America.

2. *Ontario Attractions Post-Convention Fam Tour, February 11 - 12, 1988 (Group Leaders)*

Sponsored by Ontario Ministry of Tourism and Recreation for 47 group leaders brought to Ontario by Tower Bus Co. of Michigan.

3. *Nationair Familiarization Tour. April 16 - 17, 1988*

This tour was for 12 travel writers from the U.K. - brought to Hamilton by Nationair.

4. *Nationair Familiarization Tour, May 2 - 4, 1988*

This tour was for 26 travel agents from England brought to Hamilton by Nationair and Fun Trek tours.

5. *Yankee Trails, Renseloor, N.Y., May 22, 1988*

Bernadine Woods, Tour Co-ordinator of Yankee Trails, visited Greater Hamilton to assist her in bringing more motorcoach tours to our Region.

6. *Uni-Jet Fam Tour - June 27 - 30, 1988*

Fifteen representatives of this tour wholesaler visited our Region.

7. *American Association of Travel Writers*

Assisted the Sheraton Hotel with this fam tour, including a reception.

8. *Buffalo News - Travel Writer, June 8, 1988*

Travel writer Steve Veale, accompanied by staff, toured our Region, prior to writing an article in the Buffalo News.

9. *Festival Country Travel Counsellors, June 22, 1988*

Forty-five travel counsellors who staffed information booths throughout Festival Country visited our Region, so as to be able to better promote our attractions, facilities, etc.

10. British Travel Writers - September 15 - 17, 1988

In conjunction with Nationair, the Royal Connaught Hotel and Fun Trek tours, twelve travel writers from the U.K. visited our Region.

11. Travel Writer - Home & Country Magazine, November 18, 1988

Marjorie Cutting, travel writer for Home & Country Magazine (Womens Institute Magazine) in the U.K., visited our Region before the writing article.

*B.1.4 Tourism
Marketplaces*

Staff attended 20 marketplaces from January 1, 1988 to December 30, 1988.

1. Empire Trailways, Rochester, N.Y. January 5 - 7, 1988

Motorcoach show to promote Greater Hamilton to 900 group leaders from Rochester, Buffalo and Syracuse. Very good response from the senior market. Leads distributed to our tourism partners and Empire Trailways is now booking tours to our Region.

*2. Ministry of Tourism and Recreation Sponsored Market Blitz
California - January 19 - 24, 1988*

An invitation by the Province to promote our Region to hundreds of tour operators and group leaders in the Los Angeles/San Francisco areas.

3. Ontario Attractions Marketplace, Toronto, February 11 - 12, 1988

Over 500 tour operators and group leaders attending. Leads were distributed to our tourism partners.

*4. Chenango Valley and Shortline Bus Marketplace, Binghamton, N.Y. -
February 14 - 15, 1988*

Over 300 group leaders attended this motorcoach sponsored trade show.

*5. Tourism Canada Michigan - Detroit, Grand Rapids,
Flint, Michigan - March 6 - 9, 1988*

Consumer and travel trade. Approximately 8,000 attended in total. Sponsored by Canadian Consulate Detroit. Excellent marketplace with many tours resulting.

6. *Travel Expo, Albany, N.Y. - March 23 - 25, 1988*

Tour operators and travel trade with 1,500 attending. Excellent exposure for Greater Hamilton among tour operators based in border states.

7) *London Free Press Travel Show, London, Ontario
April 8 - 10, 1988*

Consumer marketplace. Over 15,000 attending. Many requests for information received at this marketplace, especially regarding special events.

8. *Tourism Canada - New York - April 12 - 14, 1988*

To promote our Region to 900 group leaders at spring marketplaces in Buffalo, Rochester and Binghamton, N.Y. Sponsored by Canadian Consulate Buffalo. Response was excellent.

9. *Travel and Leisure Show, Mississauga - April 22 - 24, 1988*

To promote Greater Hamilton to approximately 20,000 travel buyers and consumers. Tremendous interest in Greater Hamilton.

10. *Rendez-vous Canada, Halifax, N.S. - April 24 - 27, 1988*

World Wide Travel Trade. To promote our Region to hundreds of tour operators by participating in timed appointments. Leads supplied to our tourism partners.

11. *Lakefront Trailways Hamilton Marketplace,
Cleveland, May 2, 1988*

In conjunction with 9 of our tourism partners we conducted a "Greater Hamilton" seminar for approximately 200 group leaders of this company.

12. *U.K. Promotion, London, England, June 19 - 15, 1988*

In conjunction with Tourism Canada, Ontario Ministry of Tourism, Nationair, Canada Coach/Fun Trek Tours and the Royal Connaught Hotel, we travelled to London where meetings were held with a number of British Tour Operators. As a result of this promotion, we have been successful in bringing groups from the U.K. to Hamilton.

13. *Tour-Canada, Regina, Sask., September 11 - 14, 1988*

Promoting Greater Hamilton to over 200 tour operators and motorcoach owners from Canada, United States and Mexico.

14. Tourism Canada, New York - September 19 - 21, 1988

To promote our Region to 900 group leaders at fall marketplaces in Buffalo, Rochester and Syracuse, N.Y. Sponsored by Canadian Consulate.

*15. Shortline Travel Show - Binghampton, N.Y.,
October 17 - 18, 1988*

To promote Greater Hamilton to 200 group leaders at a mini marketplace. Many tours booked by this company.

16. Bluebird Motorcoach Show - Buffalo, N.Y. November 5, 1988

To promote Greater Hamilton to 800 group leaders from this company.

*17. Ontario Motorcoach Association Toronto
November 8 - 10, 1988*

Promoting Greater Hamilton to 750 tour operators throughout Ontario.

*18. National Tour Association - Kansas City, MO.,
November 13-18, 1988*

Promoting our Region by way of timed appointments to tour operators from across North America. Excellent response at this marketplace.

*19. World Travel Market - London, England
November 29-December 3, 1988*

In conjunction with Fun Trek tours, promoting our Region as a Gateway to Canada to over 30,000 travel agents.

20. American Bus Association, Indianapolis, Ind., December 4 - 9, 1988

Promoting Greater Hamilton to 2,500 motorcoach owners and operators from across North America.

*B.1.5. Motorcoach
Statistics*

The following is a summary of the number of reported motorcoaches recorded coming into the Region, and the number of guides provided for tour service:

A. A total of **90** motorcoaches filled the three downtown hotels, therefore, **7,339** people occupied **2,105** room nights.

The majority of coaches came from Pennsylvania, Ontario, New York, Ohio and Michigan.

B. A total of 691 motorcoaches carrying 29,255 passengers visited many of the attractions and dining facilities located in our Region.

NOTE: It is very difficult to qualify the number of Motorcoach tours that come to the Region, however, the above have been reported to the Department.

*B.2.1 Convention
Media Plan*

In 1988, the Convention campaign addressed two main areas:

1. Local
2. Ontario, Canadian and U.S.A.

Local	Media	Details	Dates
	Let's Talk Business	1 page B & W	April, June, Oct, Dec
	Hamilton This Month	1 page B & W	May, Sept, Oct, Nov
	Panorama	1 page B & W	Aug, Sept, Oct
	CKDS	3 x 30's/week	May-Dec
Ontario, Canada AND U.S.A.	Canadian Associations	1 page 4 col	Feb, May, Sept, Nov
	Physicians Guide to		
	Travel and Meetings	1 page 4 col	Summer, Winter
	Education Digest	1 page 4 col	April, Aug, Nov
	Medical Meetings	1 page 4 col	June, Nov
	Successful Meetings	1/2 page 4 col	Sept
	Conventions and Meetings		
	Canada	1 page 4 col	July
	Globe & Mail	175 li	Oct 5, 12, 19, 26

*B.2.2 Shuttle Bus/
Bus Passes*

Association Des Enseignantes et Enseignants Franco-Ontariens
 Canadian Judo Championship
 Ontario Catholic Charismatic Spring Mini Conference
 Ontario Association of School Business Officials
 Canadian National Gymnastic and Trampoline Championships
 Ontario Arenas Association
 Canadian Meteorological & Oceanographic Society
 Hamilton & District Aquarium Society
 Canadian Elevator Society
 Canadian Automobile Association
 FBI National Academy Associates
 Scotdance Canada
 International Fire Buff Association
 Robbie Burns Federation
 6th National Canadian Square & Round Dance Convention
 Ontario Occupational Health Nurses Association
 Ontario Association for Geographic & Environmental Educators
 Ontario Mutual Insurance Association

B.2.3	<i>Attendance Building</i>	1. Canadian Home Builders Association	Calgary	January
		2. Society of Ontario Veterinarians	Toronto	February
		3. Rotary International District 709	Buffalo	April
		4. Ontario Liberal Party Annual General	Ottawa	May
		5. Canadian Association of Municipal Administrators	Quebec	June
		6. Association of Municipalities of Ontario	Toronto	August
		7. Canadian Association of Chiefs of Police	Vancouver	September
		8. Ontario Moose Association	Niagara Falls	October
		9. Ontario Public Health Association	Toronto	November
B.2.4	<i>Promotional Assistance'</i>	1. Rotary District 712	Ottawa	April
		2. Ontario Association of Geographic Educators	Waterloo	April
		3. Ontario Pharmacists Association	Toronto	May
		4. Hamilton Philatelic Society	Winnipeg	May
		5. Institute of Chartered Accountants of Ontario	Sault Ste. Marie	June
		6. Beta Sigma Phi		June
		7. Canadian Urban Transit Association	Halifax	June
		8. Canadian Association of Clinical Chemists	Winnipeg	June
		9. Conference on Co-operative Education	Halifax	June
		10. The Gideon International in Canada	St. Johns, Nfld.	July
		11. Canadian Parks & Recreation Association	Vancouver	August
		12. Conservation Authorities of Ontario	Ottawa	August
B.2.5	<i>Site Inspections</i>	1. Calvinist Cadet Corps		
		2. Canadian Office Machine Dealers Association (COMDA)		
		3. Gideons International		
		4. Hazardous Materials Canada Conference and Exhibition		
		5. Telecare Canada		
		6. Rotary 712		
		7. Canadian Home Builder's Association		
		8. International Flying Farmers		
		9. International Joint Commission		
		10. Canadian Psychiatric Association		
		11. Ministry of State for Science and Technology		
		12. Canadian Construction Association		
		13. Ontario Plowmen's Association		
		14. Canadian Country Music Association		
		15. Roads and Transportation Association of Canada		
		16. Latvian Song Festival		
		17. Judo Canada		
		18. Canadian Water Well Association		
		19. Canadian Orthopaedic Nurses Association		
		20. International Science and Engineering Fair		
		21. Meeting Expectations		
		22. Labatt Brier		

23. Royal Canadian Legion Provincial Ladies Auxiliary
24. Attractions Ontario
25. Credit Union Central
26. Tower Conference Management
27. Association for Public Safety Communications Officers
28. Ontario Public Health Association

B.2.6 Convention Marketplaces

1. *International Association of Convention and Visitors Bureau (IACVB), Washington - February 24-26*

Entitled "Destinations Showcase '88-A Site Selection Supermarket" and sponsored by IACVB, this marketplace/tradeshows offered convention bureaus, convention centres and exhibit facilities exclusively, an opportunity to showcase their convention facilities to almost 500 meeting planners and association executives. Leads were developed and followed-up resulting in requests for bid presentations. At year end we are awaiting a decision on these bids.

2. *Ontario Convention and Visitors Association (OCVA), Ottawa - March 15-18B.*

A spring marketplace was held in conjunction with OCVA's annual conference in Ottawa this year. Approximately 150 meeting planners and association executives representing National and Provincial Association were in attendance. Many good leads were generated at this marketplace and all have since been qualified and followed-up. Since then, correspondence has been ongoing with those associations interested in convening in Greater Hamilton. Two members of our department were accompanied by sales representatives from the Sheraton Hotel, the Royal Connaught Hotel, the Holiday Inn and the Hamilton Convention Centre.

3. *American Society of Association Executives, Dallas - March 26-30*

Co-sponsored by the Ministry of Tourism and Recreation and Tourism Canada, this promotion was attended by over 3,000 delegates, consisting primarily of American meeting planners. We estimate that approximately 250 meeting planners inquired into accommodation/meeting facilities in Greater Hamilton. Staff was accompanied by sales representatives from the Sheraton Hotel, the Royal Connaught Hotel and the Hamilton Convention Centre.

4. Convention Promotion Reception and Marketplace, Hamilton-May 17

Sponsored by the Hamilton & District Chamber of Commerce, this marketplace was organized as part of Tourism and Hospitality Week. The marketplace was open to local association members and meeting planners as well as the general public to familiarize them with the facilities and services that Greater Hamilton can offer the convention organizer. Although the attendance for this event fell short of expectations, it provided us with an opportunity to encourage local organizations and individuals to be a part of our marketing process in selling Greater Hamilton as a convention destination and consequently, furthered our efforts in recruiting "Convention Ambassadors".

5. Meeting Planners International Annual Tradeshow (MPI), Seattle, Washington - June 19-22

In our 1988 marketing plan, we identified this tradeshow as a good marketing opportunity and indicated that we would be attending it. Early in the year we decided against attending when the Convention Centre became new members of MPI and indicated that they would be sending representatives to the tradeshow. It was felt that our efforts would be duplicated and consequently our presence would be redundant.

6. Canadian Society of Association Executives (CSAE) American Society of Association Executives (ASAE), Toronto - August 13-17

For the first time ever the American Society of Association Executives (ASAE) and the Canadian Society of Association (CSAE) held a JOINT Annual Convention. As part of this conference Greater Hamilton participated in a massive marketplace that ran for three consecutive days. This marketplace allowed us access to in excess of 500 Canadian association executives and meeting planners and 1,100 American association executives and meeting planners. This tremendous exposure greatly enhanced our efforts in increasing awareness of our Region as a convention destination.



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